

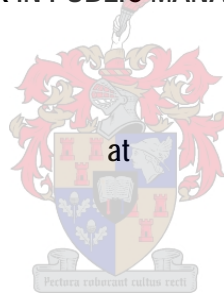
AN EVALUATION STUDY OF THE IMPLEMENTATION OF THE TOURISM MENTORSHIP
PROGRAMME FOR SMALL TOURISM BUSINESSES IN THE WESTERN CAPE

by

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DECLARATION

By submitting this thesis electronically, I declare that the entirety of the work contained therein is my own, original work, that I am the owner of the copyright thereof (unless to the extent explicitly otherwise stated) and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

Hantie Nelson

Date: *December 2015*

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ABSTRACT

Mentorship is a relatively new way of developing business owners to acquaint themselves with the various disciplines of business to be able to run a successful business. The Tourism Mentorship Programme (TMP), an initiative by the Western Cape Department of Economic Development and Tourism (DEDAT) and the South African Tourism Services Association (SATSA) was piloted in 2003 and entailed a six months' mentoring programme between established and leading tourism businesses and their Small Medium and Micro Enterprises (SMME) counterparts. The programme sought to accelerate the transformation process within the Tourism industry by creating personal and professional relationships between businesses, resulting in skills transfer and the general upliftment of the standard of business practiced by SMME's. The marked success of the TMP prompted a second launch in 2004. The programme has been implemented annually since then and for the period 2010 to 2014 in partnership with the Tourism Enterprise Partnership (TEP). The study focuses on the achievements, successes and challenges in implementing the Tourism Mentorship Programme (TMP) in the Western Cape.

In the light of the literature, it can be concluded that although the different writers are in agreement on the benefits of mentorship for SMME's, there is a lack of research on the effects of mentoring on SMME's. Policies and programmes have shown National and Provincial governments' commitment to stimulate and grow the economy, create jobs and develop SMME's. However, the literature also indicated that there is a need for tourism development initiatives in South Africa and that mentorship could be a valuable tool to achieve this as training alone does not always lead to the required results. Furthermore the research provided insight into the development of a mentorship programme for SMME's with specific reference to the implementation of the TMP in the Western Cape.

A programme evaluation study with both implementation (process) and outcome evaluation was used to conduct the research. The data sources included semi-structured interviews, survey questionnaires for the mentors and mentees that were part of the TMP as well as a review of DEDAT internal documentation. The aim was to understand the overall implementation of the TMP in order to determine whether the programme has contributed to the transformation, growth and sustainability of the tourism businesses that benefited from the programme.

The findings of the study provided insight into the challenges of managing a mentorship programme for tourism SMME's. The major problem with the partnership between DEDAT and TEP was the timing of the programme. A mentorship programme for tourism SMME's should not run in the high tourism season as this could negatively impact on the success of the programme. It was also found that a tender process for matching of mentors and mentees is not the most effective method. The findings further showed that the major benefit of a mentorship programme is not job creation as this was not the intended benefit when the programme was initiated. However, with all the other benefits associated with mentorship, job creation could follow should the SMME be able to grow the business.

It was recommended that the Tourism Mentorship Programme continues to be implemented annually. However a number of recommendations are provided to improve the implementation of the programme and to contribute towards the growth of tourism SMME's in South Africa and specifically in the Western Cape.

OPSOMMING

Mentorskap is 'n relatiewe nuwe manier om die eienaars van besighede te help ontwikkel sodat hulle hulleself vertrou kan maak met die verskillende dissiplines van besigheid om 'n suksesvolle besigheid te kan bedryf. Die Tourism Mentorship Programme (Toerisme Mentorskap Program – TMP), 'n inisiatief van die Departement van Ekonomiese Ontwikkeling en Toerisme (DEDAT), Wes-Kaap, en die Suid-Afrikaanse Toerismediens-Assosiasie (SATSA) is in 2003 geloods en het 'n mentorprogram van ses maande behels tussen gevestigde en leidende toerismebesighede en hulle eweknieë in klein en medium ondernemings (algemeen afgekort as SMME's). Die program het beoog om die transformasieproses binne die Toerismebedryf te versnel deur die daarstelling van persoonlike en professionele verhoudings tussen besighede wat die oordrag van vaardighede en die algemene verhoging van die standaard van besighede wat deur SMME's bedryf word, sou bewerkstellig. Die uitgesproke sukses van die TMP het aanleiding gegee tot 'n tweede loodsing in 2004. Sedertdien is die program jaarliks in werking en vir die tydperk 2010 tot 2014 was dit in vennootskap met die Tourism Enterprise Partnership (TEP). Die studie fokus op prestasies, suksesse en uitdagings in die implementering van die TMP in die Wes-Kaap.

In die lig van die literatuur kan die gevolgtrekking gemaak word dat alhoewel die verskillende skrywers dit eens is oor die voordele van mentorskap vir SMME's, daar 'n gebrek aan navorsing is op die effekte van mentorskap op SMME's. Beleide en programme het getoon dat die Nasionale en Provinsiale regerings hulle daartoe verbind het om die ekonomie te stimuleer en laat groei, werk te skep en SMME's te help ontwikkel. Die literatuur het egter ook aangetoon dat daar 'n behoefte is aan inisiatiewe vir toerisme-ontwikkeling in Suid-Afrika en dat mentorskap 'n waardevolle instrument kan wees om dit te bereik aangesien opleiding alleen nie altyd tot die gewenste resultate lei nie. Verder het die navorsing insigte aan die lig gebring in die ontwikkeling van 'n mentorskapprogram vir SMME's, met spesifieke verwysing na die implementering van die TMP in die Wes-Kaap.

'n Progamevaluering wat sowel die implementering (proses) as die resultate geëvalueer het, is gebruik om die navorsing te doen. Die databronne het semi-gestruktureerde onderhoude en oorsigvraelyste vir mentors en mentees wat deel was van die TMP, ingesluit sowel as 'n beoordeling van DEDAT se interne dokumentasie. Die doel was om 'n begrip te kry van die implementering van die TMP in die

geheel en om vas te stel of die program bygedra het tot die transformasie, groei en volhoubaarheid van die toerismebesighede wat voordeel getrek het uit die program.

Die bevindinge van die studie het insig verskaf in die uitdagings wat die bestuur van 'n mentorskapprogram vir toerisme-SMME's stel. Die grootste probleem met die vennootskap tussen DEDAT en TEP was die tyd waarop die program geïmplementeer is. 'n Mentorskapprogram vir toerisme-SMME's behoort nie in die hoogseisoen te loop nie, aangesien dit 'n negatiewe impak kan hê op die sukses van die program. Daar is ook gevind dat 'n tenderproses vir die passing van mentors en mentees nie die mees effektiewe metode is nie. Die bevindings toon verder aan dat die grootste voordeel van 'n mentorprogram nie werkskepping is nie, aangesien dit nie die beoogde voordeel was toe die program geïnisieer is nie. Nogtans, saam met al die ander voordele verbonde aan mentorskap, kan werkskepping wel volg as die SMME daarin slaag om die besigheid uit te brei.

Daar is aanbeveel dat die Toerisme Mentorskapprogram steeds elke jaar geïmplementeer word. Daar word egter 'n aantal aanbevelings gedoen om die implementering van die program te verbeter en by te dra tot die groei van toerisme-SMME's in Suid-Afrika en in besonder in die Wes-Kaap.

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CHAPTER 1: INTRODUCTION

1.1. INTRODUCTION

Mentorship is a relatively new way of developing business owners to acquaint themselves with the various disciplines of business to be able to run a successful business. This is a major opportunity for Previously Disadvantaged Individuals (PDI's) to grow their businesses and to secure profitable and sustainable contracts.

"The Tourism Mentorship Programme (TMP), an initiative by the Department of Economic Development and Tourism (DEDAT) and the South African Tourism Services Association (SATSA) was piloted in 2003 and entailed a six months' mentoring programme between established and leading tourism businesses and their Small Medium and Micro Enterprises (SMME) counterparts. The Tourism Mentorship Programme (TMP) pilot project was launched in 2003 in the Western Cape and later in Kwazulu Natal and Northern Cape in 2005. The programme sought to accelerate the transformation process within the Tourism industry by creating personal and professional relationships between businesses resulting in skills transfer and the general upliftment of the standard of business practiced by SMME's by partnering a select few with established leaders in the marketplace" (Anix Consulting, s.a.). The marked success of the TMP prompted a second launch in 2004. The programme has been implemented annually since then and for the period 2010 to 2014 in partnership with the Tourism Enterprise Partnership (TEP).

This introductory chapter provides a background to the study and a brief overview of the reasons why it was deemed necessary to conduct the study. It covers the broad aims and objectives of the study, including the research questions and the research problem. In conclusion the chapter also refers to the ethical considerations and the structure of the thesis.

1.2. BACKGROUND TO THE STUDY

Due to the cost of operating the Tourism Mentorship programme (TMP) and the shift within DEDAT in 2010 from the requirement of only having to report on output targets to also having to report on outcome targets, its effectiveness in creating jobs and expanding tourism businesses required investigation. According to Rabie (2011:153) this was due to a "call during the 2004 State of the Nation address from

then President Mbeki to establish a government-wide monitoring and evaluation (GWM&E) system". This was followed by a "National direction in 2005 from the Office of the President, in collaboration with National Treasury, Department of Public Service and Administration (DPSA) and Statistics SA to adopt a framework to manage performance and measure service delivery throughout the public sector in South Africa" (Cloete, 2009:7). In 2007 the initial GWM&ES proposal was revised and updated and replaced by the *Policy Framework for the Government-wide Monitoring and Evaluation System*. According to Cloete (2009:7) this was "mainly because the time frames specified in the original proposal were too optimistic and because more clarity about how the system should be implemented had by then started to emerge."

The writer conducted research in 2011 and "focused on the 20 tourism businesses that took part in the Tourism Mentorship Programme during the 2010/11 financial year and their reaction to the TMP with reference to the following specific objectives:

- To evaluate the design and implementation of the programme to the extent that it related to the current outcomes of the programme which are job creation and business expansion.
- To determine the growth in job creation as a result of the Tourism Mentorship Programme (one of the critical outcomes of the TMP programme). The aspects that were considered are the following:
 - Number of jobs created;
 - The nature of the jobs created: permanent, temporary or contract;
 - Duration of employment.
- To establish the growth of tourism businesses assisted by the Tourism Mentorship Programme. The following aspects were considered:
 - Expansion of business and
 - Increase in turnover." (Nelson, 2011: 11-12)

A programme evaluation study was conducted "for this project which focused on whether the outcomes of the Tourism Mentorship Programme had been reached. Both implementation (process) and outcome evaluation were considered. It was necessary to consider the implementation issues as far as they related to job creation and business expansion. Both primary and secondary sources of data collection were used. The bulk of the data was collected by qualitative methods. However, some quantitative methods were also employed" (Nelson, 2011: 12-13).

The above-mentioned study, however, did not include all aspects of programme evaluation such as the initiation event, the details of the meetings between mentors/mentees, reporting, matching of mentor and mentee and the partnership with the Tourism Enterprise Partnership (TEP). The study also only investigated the data of one financial year.

It is now deemed necessary to track the tourism businesses that have been on the TMP for the past ten years to ascertain whether they are still in business and to what extent the Tourism Mentorship Programme contributed to the success of their businesses. Also, since different implementation methods have been used over the years, it is also necessary to compare the different methods to ascertain the most successful implementation method.

1.3. RATIONALE FOR CONDUCTING THE STUDY

The study will assist the Government, the Tourism Enterprise Partnership (TEP), stakeholders and interested parties in determining the best way to implement a successful Mentorship Programme for SMME's with regard to implementation methods and processes, targets, duration of a mentorship programme, matching process, mentoring processes and benefits of such programmes. Furthermore, what makes this study significant is that it will add to the current lack of research on the effects of mentorship programmes on the successful running of a small tourism business. The Western Cape government as well as other provinces can use the findings in future development of Mentorship Programmes for SMME's. It is also anticipated that the findings of the research will assist the Western Cape government to shape the TMP to address the needs of the SMME's and contribute to the growth of the tourism sector.

1.4. RESEARCH PROBLEM

Tourism has been identified as a key sector in economic growth and employment creation by both the South African national government and the Western Cape government. The Western Cape Department of Economic Development and Tourism has implement various support programmes to assist tourism SMME's. The Tourism Mentorship Programme is one of these programmes. However, due to the cost of funding and operating the Tourism Mentorship programme, the implementation of the programme requires investigation. The research intends to determine whether the objectives of the programme have been met.

It is vitally important to examine the mentees' experience of the Tourism Mentorship programme although useful concepts can be learned through Business Skills Training Sessions. However, three monitoring and evaluation studies (2005, 2009 and 2011) during the past few years of implementing Tourism Enterprise Development training programmes in the Western Cape Department of Economic Development & Tourism have shown that the SMME's do not necessarily apply all the theory in their businesses. It is essential that these lessons are documented and circulated in order to reinforce strengths and address challenges of the existing mentorship programme for tourism SMME's. It is anticipated that this study will contribute to this as it will determine to what extent the Tourism Mentorship Programme has been successful in contributing to transformation, sustaining businesses and enabling business growth.

1.5. RESEARCH QUESTIONS

This evaluation study is based on the following research questions:

- Has the Tourism Mentorship Programme in the Western Cape been implemented in such a way that it contributed positively towards transformation and supporting the tourism businesses involved?
- To what extent has the Tourism Mentorship Programme contributed to the growth and sustainability of the SMME's involved in the programme?

1.6. OVERVIEW OF THE RESEARCH DESIGN AND METHODOLOGY ADOPTED FOR THE STUDY

A qualitative research design will be adopted but the researcher will also make use of quantitative data collection by means of certain questions in the questionnaires. Both primary and secondary sources of data collection will be used.

The first phase consists of a literature search regarding challenges facing SMME's and support programmes provided by national, provincial and local government with specific focus on mentorship programmes. The researcher will also provide a contextual background which will mainly be informed by the legislative and policy framework. The secondary data will be generated through an analysis of

documentary sources such as programme records, reports from service providers which include project managers and mentors, minutes of project manager meetings and TMP exit meetings.

The Primary data collected for this study will mainly be generated through the completion of a structured self-administered questionnaire for the mentees of the programme as well as a structured self-administered questionnaire for the mentors of the programme. The purpose of the survey questionnaires will be to measure ex-mentees' and ex-mentors' opinions and experience regarding the effectiveness of the Tourism Mentorship Programme. The mentees and mentors will receive different questionnaires. The rationale for inclusion of questions in the structured questionnaires will be to answer the research questions and also to meet the four research objectives of the study. The study will also include telephonic interviews (follow-up on discrepancies or gaps in the data received) and a few semi-structured interviews with stakeholders of the programme which will include previous project managers appointed by DEDAT and the project manager of TEP. The questions in the semi-structured interviews with the previous project managers will be formulated so as to answer the objectives of the research.

The researcher will use the Tourism Mentorship Programme 2013/14 exit meeting to get feedback regarding administration of the TMP including matching of mentor/mentees as well as successes and challenges of the TMP. The inputs during the session will be recorded and detailed minutes of the session will be taken. The researcher will chair the group and will request that each mentor/mentee pair focus on the following areas, namely: a) successes achieved, b) challenges experienced, as well as c) feedback regarding the implementation of the TMP programme.

1.7. OBJECTIVES OF THE STUDY

The research intends to establish how DEDAT, SATSA and TEP implemented the Tourism Mentorship Programme in the Western Cape and whether the objectives of the programme have been met.

The research will also focus on the achievements, successes and challenges in implementing the Tourism Mentorship Programme in the Western Cape. It is the aim of the researcher to unpack all the information to understand the overall implementation of the TMP in order to establish whether the programme has contributed to the growth and sustainability of the tourism businesses that benefited from the programme.

The specific research objectives of this study are:

- **Objective One:** To evaluate the various methods of delivery and implementation of the Tourism Mentorship Programme to determine the most effective method of delivery for mentorship programmes for SMME's.
- **Objective Two:** To analyse the process implementation of the Tourism Mentorship Programme which includes the selection of mentors and mentees, the matching of mentors and mentees, the mentorship roll-out and the support offered by the staff and mentors of the programme against the expectations of the mentees.
- **Objective Three:** To assess the benefits associated with the programme for both mentors and mentees.
- **Objective Four:** To provide recommendations for improvements in the implementation of the mentorship programme.

1.8. ETHICAL CONSIDERATIONS

The researcher will be responsible for data collection and analysis. Permission will be requested from the respondents to record interviews in order to make transcription and analysis easier.

Respondents' participation will be voluntary and they will be assured of the confidentiality of the research and that no individual responses will be mentioned in the study.

1.9. STRUCTURE OF THE THESIS

Chapter 1 provides the background, setting out the rationale for conducting the study. The chapter will also include the research problem, the research design and it will cover an outline of the remainder of the thesis. It will also clarify concepts and issues related to the study.

Chapter 2 of the research study presents the literature reviewed during the study. The literature focuses on the current state and knowledge of business development and support with reference to mentorship and with specific focus on mentorship programs for business. The research problem will be linked to the available literature.

Chapter three will explain the implementation of the programme over a period of ten years unpacking the different issues by means of documentation analysis. The chapter will also include a summary of the applicable legislation, policies and frameworks.

Chapter 4 will be dedicated to the research design and methodology which will be employed to investigate the implementation issues of the TMP identified. In this chapter the data will be analysed and presented.

Chapter 5 will deal with the findings as related to the research question.

Chapter 6 will be devoted to summarising and discussing the main conclusions of the study. It will also include recommendations for improvements in the implementation of the programme and for possible future research.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The following literature review focuses, firstly on Business Development in general, and then zooms in on Tourism Business Development regarding Small, Medium and Macro Enterprises (SMME) support programmes with specific focus on defining concepts related to mentorship programmes. Mentorship is defined as well as the concepts of mentors and mentees with reference to the matching process. Lastly, the researcher focuses on Mentorship Programmes with specific reference to Mentorship Programmes for tourism businesses and the evaluation thereof.

2.2. SMME DEVELOPMENT

Large corporate companies get the credit for innovation and economic growth of a country while the role of SMME's in economic growth is often underestimated (Swart, 2011:10). According to Swart (2011:10) this should not be the case since SMME's can help to reduce unemployment levels in developing countries. For instance, in South Africa they provide about 80% of the employment opportunities. This view is shared by the researcher and confirmed by McGregor & Tweed (2002: 421) where they state that "it is small business rather than big business that many policy-makers now acknowledge has the greatest potential for employment growth".

The recognition of the importance of SMME's in economic growth and employment opportunities has led to the National Small Business Act being passed by Parliament in 1996 which made it possible for institutions to implement a strategy to assist in the development of SMMEs (Swart, 2011:10). The Western Cape government has recognised the importance of SMME's as an important mechanism to address the "challenges of job creation, economic growth and equity in our country. Throughout the world, one finds that SMME's are playing a critical role in absorbing labour, penetrating new markets and generally expanding economies in creative and innovative ways" (DEDAT 2014-15: 30).

In the following section the focus will be on the possible contribution of the tourism sector and SMME's to the economy of a country, challenges they face and the importance of government intervention to ensure growth and job creation.

2.2.1. Tourism Business Development

Added to the contribution of SMME's to economic growth and job creation is the importance of the tourism sector. This is confirmed by Marthinus van Schalkwyk, ex-Minister of Tourism of South Africa where he states that the Government of South Africa has recognized the potential of tourism to "bring about economic growth and employment creation" (RSA, 2011:ii). It has been acknowledged by different authors and organisations that SMME's and the tourism sector contribute considerably to the economy of a country as well as to job creation (DEDAT, 2010/11; DTI, 2006: Kirsten & Rogerson, 2002: 29; Rogerson, 2005: 623-624; Sibanda, 2013: 656).

The National Tourism Sector Strategy (RSA, 2011:1) states that the "tourism industry in South Africa has grown considerably since the country's first democratic elections in 1994. The number of foreign visitor arrivals increased from just more than 3 million in 1993 to over 9.9 million in 2009 of which just over 7 million were tourists." The recognition of national and provincial governments of South Africa of the important role of SMME's in economic growth and job creation has prompted the DTI and the Western Cape government to put programmes in place to support SMME development.

This has also been the trend in developed countries where Wanhill (2000: 145) reported on Wales as an example where the European Union switch in business support has been away from large investment projects to small and medium enterprises. In this case 216 projects were examined during the period 1990 to 1995 and on the whole, the small and medium tourism enterprises were either in line with or exceeded employment targets. The results stressed the "importance of tourism SMME's in job creation and the partnership approach adopted by the Wales Tourist Board" Wanhill (2000:145).

Holloway and Humphreys (2012: 522) confirm that 'tourism often plays an important part in a nation's economy by providing opportunities for regional employment, and stimulating economic growth'. Kirsten & Rogerson (2002: 30) agree that the tourism sector has the potential to contribute to job creation but it depends on certain factors such as, amongst others the policy intentions and the level of support available to entrepreneurs. Keyser (2004:290) confirms that governments are realizing the importance of tourism as an economic activity as well as a "powerful creator of employment." Although tourism is private sector driven, the government has an important role to play to ensure that policy objectives are achieved to ensure growth of the tourism sector and specifically transformation of the industry.

2.2.1.1. Challenges facing SMMEs and the importance of government intervention

The NTSS indicates that “many South Africans want to start, or try to start small tourism businesses. However, there are various issues involved in starting and growing a tourism business. Most of these SMME’s have indicated lack of access to finance as sole reason for failure of their businesses” (RSA, 2011:33). The 2013 Global Entrepreneurship monitoring report confirms that “financial issues (unprofitable businesses or problems obtaining finance)” remain the most important reason mentioned for business termination in the majority of countries (Amorós, & Bosma, 2014: 13). However, the NTSS (RSA, 2011:33) indicates additional factors such as lack of proper planning, market access and lack of business skills as well as lack of support structures as some of the major problems facing SMME’s that could lead to the failure of their businesses. The researcher agrees with this as often the SMME’s are convinced that if they have adequate funding that they will be able to run a successful business. However, there are so many other factors that must be in place to run a successful business. St-Jean (2012: 200) confirms that SMME’s must face many difficulties and challenges to be able to grow and to reach profitability. Inadequate resources often prevent SMME’s from appointing staff or outsourcing the many tasks they must carry out such as “marketing, product or service development, accounting, human resource management, etc.” (St-Jean, 2012:200). It is therefore very important for the growth of the business that the SMME obtain the necessary skills to market the business and to be responsible for financial management of the business. As they acquire the necessary skills and the business grows, they will be able to employ people to assist in the running and administration of the business. Without assistance the SMME will be so busy with the day to day running of the business that there will be little time or resources to spend on the marketing and growth of the business. Therefore it is not unusual for governments to support SMME’s in the development of their businesses as successful businesses contribute to the economy of a country as well as to job creation.

The difficulties explained in the previous paragraph that SMME’s experience are confirmed by Holloway and Humphreys (2012:709) when they state that “the tourism industry consists of many SMME’s, often with limited financial and time resources.” Howard (1990 quoted by Bisk 2002:262) adds that governments and government agencies have tried many different kinds of business development including, but not only: “low interest loans, grants and subsidies; education programs and retraining; business incubators, networking schemes, mentoring programs; and easing government regulations.” Bisk (2002: 262) further states that “national, regional and local economic development agencies use entrepreneurial mentoring as one ingredient in a wide assortment of assistance programs to entrepreneurs and small business owners.

EI-Namaki (1988:102) indicated that the “capital market which the small-scale entrepreneur is most likely to encounter is more frequently than not, fragmented and underdeveloped. As far back as 1981 special credit programmes in Indonesia and the Philippines have attempted to assist entrepreneurs financially. However, the high risk perceived by the banks, led the entrepreneurs to the informal capital market with its very small loans and very short pay-off periods.” The NTSS states further that “commercial banks regard the tourism sector as risky and unattractive due to the relatively small scale of business loans in this sector” (RSA, 2011:33). This is confirmed by the SMME’s on DEDAT’s programmes where often they cannot take on bigger contracts e.g. a crafter as they don’t have the resources to expand their business. In these cases their only assistance would be through government incentive schemes but these have very complex application procedures. Mentorship as such therefore does not offer finance but the mentor can play an integral role in assisting the mentee to apply successfully for funding.

Shaw and Williams (1994: 115) indicated that “there are a number of reasons for state intervention, and these change over time in response to developments in the political economy of the state and, in the tourism industry, as well as the larger national and international economy.” In South Africa transformation of the tourism industry is seen as essential for economic redistribution. Therefore policies and Acts such as the Tourism BEE Charter were released during 2005 to promote the development of black owned SMME’s in tourism. Holloway and Humphreys (2012:522) further state that “a country’s system of government will of course be reflected in the mode and extent of public intervention.” However “the system of government is not the only factor dictating the extent of state intervention.” If a country is highly dependent on tourism for its economic survival, its government is likely to become far more involved in the industry than would be the case if it were less important (Holloway and Humphreys, 2012: 523). According to Holloway and Humphreys (2012:553) a government gets involved in tourism in the following ways: by the taxation policy it sets, the financial support it offers and the planning policies it provides, all of which may discourage or encourage tourism to take place. The government may also provide support for tourism development through training schemes and licensing programmes, which can often help to improve the quality of the tourist experience.

Therefore it can be concluded that there is agreement in the literature that SMME’s contribute substantially to a country’s economy and job creation. These SMME’s, however, need support in the following areas: business skills, networks, access to markets as well as access to finance. Hence most governments have adopted policies to support SMME development.

2.2.1.2 Entrepreneurship

There are numerous different definitions for entrepreneurship. According to Bygrave and Zacharakis (2014:1) “early in the 20th century, Joseph Schumpeter, the Moravian-born economist writing in Vienna, gave us the modern definition of an entrepreneur: a person who destroys the existing economic order by introducing new products and services, by introducing new methods of production, by introducing new forms of organization, or by exploiting new raw materials.” Bygrave and Zacharakis (2014:50) further state that “although there is no neat set of behavioural attributes that allows us to separate entrepreneurs from non-entrepreneurs, it does appear that entrepreneurs have a higher locus of control than non-entrepreneurs, therefore a stronger desire to be in control of their own fate”. Cronje, du Toit and Motlatla (2004: 39 -40) add that “entrepreneurs have innovative ideas, identify opportunities, find resources, take a financial risk, bring about change, growth and wealth in the economy, re-energise economies, create jobs and manage small businesses”. This last difference between a small and a large business, namely, management of small businesses, is also confirmed by Page (2003:265) when he states that the preparation of ongoing business plans and the marketing function in SMME’s are seen as being secondary to the management task of running the businesses.

The Global Entrepreneurship Monitor (GEM) distinguishes between “necessity and opportunity-driven entrepreneurs.” GEM defines “necessity-driven entrepreneurs as those who are pushed into starting businesses because they have no other work options and need a source of income.” Necessity-driven motives tend to be highest in the factor-driven economies.” GEM further states that “increasing unemployment rates from 2008 were accompanied by higher percentages of necessity-driven early-stage entrepreneurial activity” (Amorós & Bosma: 2014:59).

2.2.1.3. Tourism SMME’s

During the monitoring of the Tourism Enterprise Development programmes in DEDAT it has been noted that a large percentage of the tourism SMME’s started their businesses out of necessity. For example they would convert their home into a guesthouse without conducting proper market research to establish whether there is a need for a guesthouse in the specific area. Therefore it has also been established during the training sessions that those SMME’s do not know who their target market is. It is therefore vitally important that these SMME’s are assisted through development programmes so that they can run a successful tourism business. A successful tourism SMME per se is not necessarily a business that can compete with large businesses. Rogerson (2007:626) scrutinised findings from empirical research done in the United Kingdom and New Zealand and confirmed that the “majority of small tourism firms do not

aspire to grow” and are referred to as ‘lifestyle enterprises’ which will supply the owner-manager with an acceptable income. On the other hand Rogerson (2005:626) states that you get a few real “entrepreneurial small businesses which are driven by growth motivates”. However, if these tourism SMME’s especially the tour operators do not work together as a collective they will not be able to compete with the big tourism enterprises like Hilton Ross and Springbok Atlas for example. During training, networking session and business linkages through a programme such as the Tourism Mentorship Programme, tourism SMME’s learn the importance of working together and are provided with opportunities to get to know each other as well as establish trust relationships to be able to start to work together.

2.3. MENTORSHIP PROGRAMMES

2.3.1. Defining mentorship

Mentorship can be traced back to the Greek Mythology. According to Johnson & Ridley (2004: xv) “in Homer’s epic poem, *The Odyssey*, Mentor was an Ithacan noble and trusted friend of Odysseus. He appointed Mentor, to take care of his son Telemachus, when Odysseus departed for the Trojan War.” Mentor was more than a coach to Telemachus; he was many things, “over the 10 years that Odysseus was away, Mentor acted as teacher, adviser, friend, guide and surrogate father to Telemachus” (Owen, 2011: 8). Mentor shared “wisdom, promoted Telemachus’s career, and actively engaged him in a deep personal relationship” (Johnson & Ridley, 2004: xv).

According to Owen (2011: 9) “mentoring is a concept we use in our everyday language that has developed over time.” Homsey (2010:104) states that “mentoring, from the Greek root word meaning enduring, is defined as a sustained relationship between a youth and an adult, or a mature/experienced person and a person aspiring to that maturity/experience level”. According to Beckett (2010:21) “mentorship is a personal developmental relationship in which a more experienced person takes a less experienced person under their wing.” Homsey (2010:104) mentions further that “mentoring is a dynamic, action-orientated process”.

In modern terms mentoring is described as a “development process or partnership by which an individual shares experience, knowledge, information, perspective and skills with a protégé to promote that individual’s personal and professional growth. Business mentoring is a practical approach, where the mentor advises mentees to develop their own skills and abilities to grow their business” (Homsey,

2010:104). According to Owen (2011:10) “mentoring today is a sophisticated relationship between two people whereby experience and wisdom is used to enable a person to reflect, question and construct actions while being able to tap on doors that would otherwise be closed. The concept of mentorship has survived, grown and is not only viable today but needed”.

Amongst a host of definitions for mentorship, for the purposes of this study mentorship is defined as an intervention where a skilled, knowledgeable and experienced business person (mentor) is matched with an SMME mentee with less business experience. The mentor advises the mentee on areas to develop and grow his/her business but it is up to the mentee to implement what he/she has learned and also to develop their own skills and abilities to grow their businesses.

2.3.2. Roles of mentors

Parks (2005:29) states that a “mentor is someone who has some experience in business in general, or in the particular type of business”. He adds that “having a good mentor can make a really positive difference in your business.” Wiltshier (2007:375) states that “mentors have been perceived as offering critically important skills and imbuing stakeholders with their attributes in business and other organisations.” According to Carroll (2010:13) mentors provide guidance in “core business development, leadership, communication and networking skills.” Owen (2011:61) states further that “in some mentoring schemes the role of the mentor is very clear, while in others it is very loose. Therefore it is important when setting up the mentoring scheme that the role of the mentor is made clear.”

Furthermore according to Hoffman, Harris & Rosenfield (2008:103) students in the Canadian education system “have come to realize the true power that a great mentor can possess”. Allen (2001: 144) confirms this when she states that “mentors and role models that you trust help you to achieve your goals, who hold what you discuss with them in the strictest of confidence.” Allen (2001:338) further mentions that “the best mentors are ones who believe in you and can be honest with you, who introduce you to important people you need to meet, and who pick you up when you fall down. A mentor may be someone who has had a successful business in the industry”. A successful mentor can therefore be described as someone who is supportive, patient, respected, a good motivator and a positive role model.

2.3.3. Roles of mentees

Meyer and Fourie (2004: 53) rightly state that “while mentors have very important roles to play to steer the mentoring relationship, mentees also have important roles to fulfil. Many mentoring programmes fail when there is undue emphasis on the mentor, while the responsibilities and roles of the mentees are neglected.” Owen (2011:61) confirms this when she states that “the mentee should bring a draft of their development plan to the first meeting with the mentor and the person overseeing the scheme”. Furthermore “it should be made clear that while mentoring can help the individual there is no guarantee that access to network” will take place (Owen, 2011: 62). According to Meyer & Fourie (2004: 53-60) “the following roles of the mentees are therefore of paramount importance to the success of mentoring and coaching: learner, reflector, researcher, self-developer, communicator, listener, interpreter, implementer, relationship-builder, innovator and problem-solver”.

2.3.4. Mentoring programmes for SMME's

Owen (2011:107) states that “while mentoring in large corporate organizations is growing, there is a need for quality mentoring for small to medium business owners”. She also commented that entrepreneurs have mentioned that they “require mentors who have built a successful business and who, in addition, understand the role and have the skills to be an effective mentor” (Owen, 2011:107). According to Tucker (2007: 10) “in order to ensure the effectiveness of a programme, we need to understand the rationale underlying the decision. This understanding will significantly influence the way forward, as well as the nature of the programme. Furthermore, unless the sponsor, champions and entire design team reached consensus on this first principle, the programme is doomed to fail.” In South Africa “key drivers of mentoring include Broad-Based Black Economic Empowerment and Employment Equity/Affirmative Action” (Tucker, 2007:iv). Sarri and Petridou (2006); St-Jean and Audet (2009) as quoted by Sarri (2011:724) state that “the key factors for formal mentoring to be effective as perceived by both mentors and mentees are: an agreed clear set of objectives; communications and training; mentor-mentee matching and evaluation and review of the program”.

Successful mentoring programmes are the result of good planning and implementation (Shine: 2011). Given the economic significance of the contribution made by SMME's in terms of economic growth and job creation, it is of importance to note that there is a “virtual absence of existing research into the effects of coaching and mentoring on SMME's and their employees” (Peel, 2004:46). Allen, Eby and Lentz (2006: 126) also mention that “notably absent from the literature are research studies that focus on the relationship between formal mentoring program design characteristics and participant reports of program

effectiveness. Moreover, the limited research that does exist provides little explanation for why certain practices within formal mentoring programs are thought to be more effective than others.” There are, however, certain common factors that are mentioned in different sources that are crucial to the successful implementation of a mentorship programme. (Allen *et al.*, 2006: 127; Johnson & Ridley, 2004: xv; Kent, Dennis & Tanton, 2003:442; Klasen & Clutterbuck, 2002: 230-252; Meyer & Fourie, 2004: 172-174; Owen, 2011: 33-45, 60-63; Reitman & Benatti, 2014: 4-6; Sarri, 2011: 725 ; St-Jean, 2012: 201-205). Some of these include: correct identification of mentees, correct selection of mentors, matching of mentors and mentees and training of mentees. These factors will be discussed below.

2.3.4.1. Correct identification of mentees

Meyer & Fourie (2004:174) state that “it is essential to ensure that the right mentees are identified for mentoring. They need a very high level of commitment and an internal locus of control. It is necessary to also screen mentees regarding their level of interest and commitment to investing the time and energy required for a successful mentoring relationship”. According to Owen (2011: 40) when identifying mentees the key is to “find people who will take responsibility for their growth and development.” Furthermore Owen (2011:41) lists ten elements/characteristics that organisations that recruit mentees should seek for in a mentee. Amongst those are: the mentee should be willing and able to take responsibility for their own development, have a high level of motivation to set goals and implement strategies to achieve them, be open-minded to different perspectives, willing to share information and feelings, willing to take risks, make time, be self-disciplined, looking for opportunities, be enthusiastic and positive.

2.3.4.2. Correct selection of mentors

According to Meyer & Fourie (2004: 172) “commitment to growth of other persons, the ability to listen, trustworthiness and objectivity are all good qualities to look for in mentors. They should be screened regarding their level of interest and commitment to investing the time and energy required for a successful mentoring relationship.” Owen (2011:33-36) further states that mentors should demonstrate the following key elements: person-focused, able to listen actively, possess knowledge of the organisation, its environment and goals, able to deal with emotions of the mentee, able to provide useful encouraging, honest and constructive feedback and show willingness to help people grow and develop. Furthermore the mentor should be a positive role model, know how to use personal power and influence to get things done.

2.3.4.3. Matching of mentors and mentees

According to Johnson & Ridley (2004: xv) “mentoring relationships (mentorships) are dynamic, reciprocal, personal relationships in which a more experienced person (mentor) acts as a guide, role model, teacher, and sponsor of a less experienced person (protégé).” St-Jean (2012: 201) studied different mentoring schemes in Europe and found that “in nearly all instances, the proposed formula is to pair a novice entrepreneur with an experienced one, who will offer advice and avenues for reflection to help the novice entrepreneur avoid costly and possibly fatal mistakes.” Meyer & Fourie (2004: 174) concur when they say: “Appropriately matching participants is of utmost importance. Sometimes it is advisable that mentors should have experience in the speciality area of interest to their mentees. Also be aware of personality clashes”. Harvard Business Essentials (2004:88) further adds that “a productive mentoring relationship depends on compatible personalities and complementary abilities and interests. So when you are looking for the right match, look for these characteristics: mutual respect, a logical fit, no political agenda, compatible temperaments or styles and commitment.”

Allen *et al.* (2006: 127) differentiate between matching for informal mentorships and formal programs. “Informal mentorships are typically initiated on the basis of factors such as perceived similarity, identification, and interpersonal comfort between the mentor and protégé” (Blake-Beard, 2001; Ragins & Cotton, 1999; Ragins *et al.*, 2000 quoted in Allen *et al.*, 2006: 127). “By contrast, in formal programs, mentor and protégé matches are often made by a third party within the organization” (Allen *et al.*, 2006:127). Hofman (1998) as cited by Waters, McCabe & Kiellerup (2002:109), states that “being a mentor to a person who is starting up a business is more likely to occur through a formalised program rather than an informal connection.” In the case of the Tourism Mentorship Programme the mentor and mentee have not met before the match is made. They meet each other at the Mentorship Orientation session.

2.3.4.4. Training of mentors

Sarri (2011: 725) explains the “role of the mentor in the Ergani Mentoring Training Intervention (EMTI) to help early-stage female entrepreneurs explore options and ideas that they can use to solve their business issues, instead of providing business advice or prescribed solutions.” Kent, Dennis and Tanton (2003:442) state that “mentors need formal preparation, training and continued support to develop a range of qualities that will enable them to take on their complex and demanding role as sounding boards, and to challenge assumptions and encourage wider thinking in their mentees”. As part of its human resource development (HRD) policy, the Ergani Center, designed and implemented the EMTI to “enable

potential mentors to undertake their role through focusing on the enhancement of their skills and knowledge in order to enhance the professional/business and personal success of both mentors and mentees” (Sarri, 2011:725). Owen (2011:42) emphasises that “before they begin their work helping mentees, mentors will need to acquire skills in: identifying their own development needs and setting goals; developing and implementing an action plan; maintaining documentation on the learning and outcomes and keeping in regular contact with the coordinating team about progress and any problems.”

2.4. TOURISM MENTORSHIP PROGRAMMES

During the study of the literature very little research could be found on the effectiveness of a mentorship programme for small businesses. Most of the studies have been done in other countries and are not specific to tourism businesses. The other studies on Mentorship Programmes relate to start-up businesses and not established businesses as in the case of the Tourism Mentorship Programme. One of these studies pertained to a SA brewery programme and is therefore not tourism-specific. Nevertheless, the findings are useful. Swanepoel, Strydom and Nieuwenhuizen (2010:58) “deduced that funding and mentoring, after training, add value to the SAB Kick-Start Programme. The programme contributes to enterprise sustainability, as 80 percent of the respondents were still operating their initial businesses – hence a ‘failure’ rate of only 14 per cent.” Owen (2011:108) mentions that the UK government is “planning a single network of some 40,000 entrepreneurs whose knowledge and skills can be tapped into by aspiring business people.” According to Owen (2011:108) “the network will not only help start-ups but also growing firms and businesses seeking financial advice.” However, it needs to be mentioned that these mentorships are for businesses across all sectors and not just tourism businesses. The mentoring is also not necessarily part of a formal mentoring system and the success thereof has not been proven.

2.5. EVALUATING MENTORSHIP PROGRAMMES

Lewis (2000: 153) mentions that “the organisation needs to set up a system of monitoring the mentoring activity. There are a number of basic reasons for this. The first is to ensure that all is well. This involves checking that participants are developing appropriate and productive relationships, and that things are happening as they are supposed to. The second reason is to ensure that the proposed benefits are being delivered for all concerned. A further reason is to capitalise on and learn from the shared experience.”

Both mentees and mentors benefit from the partnership and this is confirmed by Owen (2011:4) where she states that “mentoring supports and supplements other learning and development initiatives. During the process both mentor and mentee learn and grow.”

Owen (2011: 89) states that “throughout the evaluation process it is important to ask: What is the purpose of evaluation? You may come up with different answers such as to justify the cost to the budget holders or to show that it is contributing to achieving the objectives of the business. These are all relevant but the most important answer is to improve the mentoring process for the benefit of all the stakeholders.” Shea (2003: 39) states that “mentoring is measured by the effect it has on the mentee, now and in the future.”

However, the “benefits of mentoring are not a straight function of the time invested. Mentoring may produce a dramatic change in a moment, or take years of effort to produce a desired outcome. A formal mentoring program, in which mentor and mentee are paired for months, may focus on teaching the basics of a business operation, as the mentor/mentee agreement requires” (Shea, 2003:40). A further important point for a mentorship programme to be successful is emphasised by Shea (2003:40), namely that “mentee involvement must be high”. Meyer & Fourie (2004:60) also state that “in our experience it is crucial to also focus on the mentee when planning a mentoring and coaching intervention. The needs, expectations and attitude of the mentee play a critical role in the success of mentoring relationships.”

According to Meyer (2012:8) “calculating the return on investment in mentoring and coaching is measurably worthwhile and essential to success.” Meyer (2012:8) further states that “mentoring and coaching have grown significantly over the last five years both internationally and in South Africa. Now that we have started to implement some mentoring and coaching programmes in South Africa over the last few years, the question to address is: How can we evaluate the impact of mentoring and coaching?”

There are some frequently asked questions posed to Marius Meyer during Return on Investment (ROI) workshops, conferences and mentoring and coaching sessions such as: Is it possible to measure the return of investment (ROI) of soft skills such as mentoring and coaching? and: How do you convert the benefits of mentoring and coaching to rand values? and: Is it possible to calculate the ROI of mentorship of coaching in the public sector? (Meyer, 2007: 89-91). In all instances it is possible to measure ROI and Meyer (2007: 91) states it is done “when evaluating the ROI of mentoring to rand values. This is even possible in the public sector by converting the cost and benefits of mentoring and coaching to rand values.”

“Another way of evaluating is to use a more formal process. One that can be used is called the ‘logic model.’ Here the model describes logical linkages among and between resources, activities, outputs,

participants and outcomes and related to a specific situation/purpose. A mentoring process designed with assessment in mind is much more likely to provide beneficial data” (Owen, 2011: 91).

According to Morra Imas & Rist (2009: 156) the “logic of a program, policy or project looks at the purpose and the goals of an intervention and posits ‘If X happens, then Y should happen’”. “The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. A program logic model links outcomes (both short and long-term) with program activities/processes and the theoretical assumptions/principles of the program” (W.K. Kellogg Foundation, 2004: III).

In the case of the Tourism Enterprise Development Programmes such as the Tourism Mentorship Programme the long-term strategy will be “the achievement of a situation in which opportunity exists of participating in the economy, through employment and business ownership, for all who seek such opportunity” (DEDAT, 2010-15: 105). The desired change over one to two years would be the number of tourism businesses sustained or growth in the tourism business as well as the number of jobs created or sustained. The target population would be SMME’s who own tourism businesses and would be of any adult age. The theory of change in the case of the Tourism Mentorship Programme would be that if tourism SMME’s received the necessary business skills, they would be able to run more successful businesses. Then that would lead to growth in the tourism businesses, which would lead to the need to employ more people, therefore job creation would occur.

DEDAT has adopted the Logic Model as described by The Presidency (2010: 11-12), W.K. Kellogg Foundation (2004), Rabie (2010) and Morra Imas & Rist (2009:152-174) as part of the monitoring and evaluation framework. The terminology as explained in the document produced by the Presidency (2010: 11-12) was used for the purposes of formulating a “Results-Based Performance Monitoring and Evaluation Strategic Policy Framework” (2011: 6). The terminology used is the following:

- Inputs refer to all the “resources utilised in the production and delivery of activities and outputs.”
- Activities refer to the “processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes.”
- Outputs are “the final products, or goods and service produced for delivery.”
- Outcomes are the “medium-term results for specific beneficiaries that are the consequence of achieving specific outputs.”

- Impacts are the “long-term developmental results at a societal level that are the logical consequence of achieving specific outcomes.”

(The Presidency, 2010: 11-12).

However, as explained by Morra Imas & Rist (2009: 157), a “good theory of change does not assume simple linear cause-and-effect relationships; it shows complex relationships by using boxes and arrows to link back to earlier or ahead to later parts of the theory of change.” Allen, Eby & Lentz (2006: 126) state that “notably absent from the literature are research studies that focus on the relationship between formal mentoring program design characteristics and participant reports of program effectiveness. Moreover, the limited research that does exist provides little explanation for why certain practices within formal mentoring programs are thought to be more effective than others.” Allen, Eby & Lentz (2006:126) also mention that “perceptions of program effectiveness likely play a large role in determining whether or not individuals will continue in the program, if others will sign up for the program, and ultimately whether or not the program itself continues.”

Waters *et al.* (2002: 108) state that “the role of mentoring in assisting people who start their own business has received scant empirical investigation. Hence, it is difficult to predict whether the theoretical principles of mentoring, which have typically been developed in an intra-organisational, corporate context, will transfer to a new business start-up.”

2.6. CONCLUSION

In the light of the literature, it can be concluded that various sources acknowledged that SMME's contribute considerably to the economy of a country as well as to job creation. This led to various support programmes by different spheres of government. One of these is a mentorship programme for tourism SMME's. However, although the different writers are in agreement on the benefits of mentorship for SMME's, there is a lack of research on the effects of mentoring on SMME's. Although useful concepts can be learned through various Business Skills Training Sessions, experience within the Tourism Enterprise Development unit within DEDAT and the three internal DEDAT monitoring and evaluation studies have shown that the small tourism businesses do not necessarily apply all the theory in their businesses. It is imperative that these lessons are documented and circulated in order to reinforce strengths and address challenges of the existing programme. It is anticipated that this study will contribute

to this as it will determine to what extent the Tourism Mentorship Programme has been successful in contributing to transformation, sustaining businesses and enabling business growth.

CHAPTER 3: THE POLICY CONTEXT FOR TOURISM ENTERPRISE DEVELOPMENT IN THE WESTERN CAPE GOVERNMENT

3.1. INTRODUCTION

Chapter 2 covered the theoretical context of SMME development programmes, describing mentorship with a specific focus on mentorship for tourism SMME's. The chapter also indicated that there is a need for tourism development in South Africa and that mentorship could be a valuable tool to achieve this as training alone does not always lead to the required results. Chapter 3 will now address the contextual and policy framework within which SMME development has to take place in South Africa with specific reference to the Western Cape. Although there is no specific legislation regulating tourism SMME development, there are certain policies and Acts in place to attempt to speed up the transformation of the tourism industry in the country. New revised strategies for SMME development were implemented in 2004 as a result of the disappointments that resulted from the implementation of the post-1994 programmes. (Rogerson, 2004:766). In the Western Cape, specifically, transformation in the tourism industry "has a relatively poor performance record of black participation in the more established tourism industry, [and] a wide range of policies, programmes and initiatives in this field have been started during the past few years" (DEDAT, 2005: 114). According to Kirsten and Rogerson (2002:40) government is playing an important role in empowerment of SMME's as without government regulations and policy the growth of business linkages would not have taken place.

The following legislation and policy guidelines will be reviewed to provide a legislative context for tourism enterprise development in South Africa:

- National Development Plan (NDP);
- White Paper on National strategy on the development and promotion of small businesses in South Africa;
- Integrated strategy on the promotion of entrepreneurship and small enterprises;
- National Small Business Act, 1996 (Act No. 102 of 1996)
 - Tourism B-BBEE;
- National Tourism Act, No 3 of 2014;

- National Tourism Sector Strategy;
- Western Cape Provincial strategic objectives.

3.2. CHALLENGES PRESENTED BY SMME DEVELOPMENT

In this section the National Development Plan with specific reference to SMME's will be discussed first as this is the most recent strategic document that has been drafted that is looking at accelerating growth. Phago and Tsoabisi (2010: 154) state that "while the notion of small business has been formally recognised, the challenges to be overcome in improving economic development and growth are tremendous." Therefore the strategies that deal specifically with the challenges presented by SMME development will be discussed.

3.2.1. National Development Plan

The National Development Plan (NDP) was signed off by Minister Trevor Manuel on 11 November 2011 and was adopted by the South African government in 2012 as the blueprint for future economic and socio-economic development in the country. According to Zarenda (2013:13), during 2013-14 the NDP has become the "cornerstone of government's policy in addressing objectives such as increasing employment, reducing poverty and inequality." The NDP is a 444-page document divided into 15 chapters. Economy and employment which are relevant to enterprise development are covered in Chapter 13.

Zarenda (2013:5) mentions that after the 2013 State of the Nation (SoNa) address, the post-SoNa briefing by Trevor Manuel and Collins Chabane provided an explanation as to how the Planning Commission intends implementing the plan. Zarenda (2013:16) further states that "given the NDP's wide-ranging and extensive coverage, almost every government department and ministry would become involved. These apply not only at national, but also at provincial as well as municipal levels."

The NDP (NPC 2011:10) proposes to "create 11 million jobs by 2030". To assist in reaching this goal all spheres of government, private sector and stakeholders must become involved in job creation initiatives. According to the NDP (NPC 2011:10) many of the able-bodied people who want to work are young and low-skilled. Upgrading skills & knowledge could lead to employment and self-employment. Therefore

work and education will enable citizens to improve their lives. There are certain challenges that face SMME's which could hamper job creation and these will be discussed in the next sections.

3.2.2. White Paper on National strategy for the development and promotion of small businesses in South Africa

A strategy was outlined in a White paper by the Department of Trade and Industry entitled: "A National Strategy for the Development of Small Business in South Africa (May 1995)". A year later, the National Small Business Act was passed by Parliament, which provided for the institutions to implement this strategy. The government's national small business strategy seeks to address the following common problems faced by SMME's: an unfavorable legal environment; lack of access to markets and procurement; lack of access to finance and credit; low skills levels; lack of access to information; and shortage of effective supportive institutions" (DTI, 2006).

In response to the identified needs of SMMEs the South African government has "since 1994 recognised its important role in fostering an enabling environment for the creation and growth of SMME's". In response to the abovementioned identified needs the government pronounced a number of measures to promote an "enabling environment" in the *White Paper on national strategy on the development and promotion of small business in South Africa*. (DTI, 2006).

As indicated above lack of access to finance, market access and skills are some of the challenges that face SMME's. Although the Tourism Mentorship Programme does not include financial assistance or market access it does attempt to provide the mentees with links to financial assistance and to opportunities in the market. The Tourism Mentorship Programme also aims to increase access to information, skills and the SMME's are also referred to training programmes of DEDAT should the mentor identify a skills shortage.

Some of the proposed measures in the national *strategy on the development and promotion of small business in South Africa* cannot be addressed by a programme such as the TMP and these include: "creating an enabling legal framework; streamlining regulatory conditions; improving industrial relations and the labour environment; and introducing differential taxation and other financial incentives." However some of the other proposed measures such as facilitating access to information and advice; access to marketing and procurement; access to finance; access to affordable physical infrastructure; access to appropriate technology, and encouraging joint ventures; and capacity-building and institutional strengthening are covered by the Tourism Mentorship Programme.

The proposed measure of providing training in entrepreneurship, skills and management is covered by DEDAT's training programmes such as tourism business skills, tour operator training, guesthouse management training, online internet marketing training, social media training and QuickBooks training.

· Intended outcomes of the small business strategy

The White paper and Act sets out the "objectives of the SMME development policy as:

- Alleviating poverty, by making it possible for poor people to generate income to meet basic needs;
- Reducing poverty through employment creation;
- Redistribution of wealth, income and opportunities; and
- Contributing to economic growth, by improving innovation and thus competitiveness.

The national small business development strategy also "seeks to strengthen cohesion amongst small enterprises and to level the playing field between big and small business" (Entrepreneurs Toolkit. s.a.).

Most of the objectives of the SMME development strategy are incorporated in the outcomes of the TMP such as "redistribution of wealth, income and opportunities: within the transformation objective of the TMP". The later outcomes of the TMP such as employment creation and growth of businesses also addresses the objectives of the SMME development policy.

3.2.3. Integrated strategy for the promotion of entrepreneurship and small enterprises

The DTI (2006:32) states in the *Integrated strategy on the promotion of entrepreneurship and small enterprises* that "the key task is to increase the number of businesses that survive the first few years of establishment and progress to growth and expansion, thus contributing to higher levels of job creation and economic growth." The main focus of the strategy is the "ongoing profiling of the small business sector, improving access to small business support and information, strengthening small business advocacy, delivering effective service and monitoring impact" (DTI, 2006:5).

The TMP objectives and proposed outcomes are aligned to those of the *Integrated strategy on the promotion of entrepreneurship and small enterprises* for example job creation and economic growth. The TMP also attempts to address the main focus of the strategy by profiling SMME's and providing access to small business support and information. It needs to be investigated if the TMP meets these objectives

through a research study such as this one and continuous monitoring and evaluation of the success of the TMP.

3.2.4. Tourism transformation and Tourism B-BBEE

A further challenge for government is tourism transformation which is partially addressed through the BBBEE legislation as well as the tourism sector charter in relation to BBBEE. The NTSS states that “South Africa as a whole, and particularly the tourism industry, needs to transform.” It is further argued that “transformation is a critical success factor for the growth and development of the industry.” Concern has been expressed that the “rate of transformation in the tourism industry has been very slow, with few black entrants in the market and big and small business still largely dominated by white people.” Therefore significant effort is required not only to transform existing tourism businesses but also to allow for establishment of “more mainstream black-owned businesses” (RSA, 2011: 36)

“Since the year 2007 government moved away from a narrow form of advancing economic transformation by broadening the scope of Black Economic Empowerment (BEE), resulting in Broad-Based Black Economic Empowerment (B-BBEE). The B-BBEE policy, which was legislated under the B-BBEE Act No 53 of 2003, aims to broaden participation in the economy of the country to result in an equitable society through the creation of opportunities for those people who were previously excluded from meaningful economic participation. It seeks to address issues such as the ownership of enterprises, management and control of those enterprises, procurement, enterprise development, skills development, employment equity and socio-economic development” (RSA, s.a.). A practical example of how the procurement works is Sun International’s affirmative procurement initiative where they support emerging SMME’s with contracts but also development programmes such as mentorship. This leads to considerable advantages for emerging SMME’s in terms of access to markets and a guaranteed support system to upgrade their businesses (Reznik, 2000 quoted in Kirsten and Rogerson, 2002:42-43).

The Department of Trade and Industry (DTI) provides “strategic direction in the development of policies and strategies that promote enterprise growth, empowerment and equity in the economy. The DTI, as the custodian of B-BBEE, mandated all sectors in the South African economy to draw up sector-specific charters and codes with clear targets to address their peculiar transformation challenges. The ex-Minister of Tourism, Minister Marthinus van Schalkwyk, was the first in government to respond to the call by establishing the Tourism Charter in 2005, and later aligned it to the Codes in terms of Section 9 of the Act. The Minister issued the Tourism B-BBEE Sector Codes on 22 May 2009, which endorse the B-BBEE

legislation and sets specific targets for the way B-BBEE should be implemented in the tourism sector. The Tourism Sector Code is binding on all stakeholders operating in the Sector and according to the NTSS (RSA, 2011: 36) 'places a legal responsibility on businesses in the tourism sector to comply. It should also create a sense of urgency in respect of transformation in the tourism industry'.

The development of a "tourism charter" (at national and provincial levels) was already mentioned in the 2005 Macro Economic Development Strategy (MEDS) for the Western Cape. It is further mentioned that the "tourism charter is likely to give further momentum" to the transformation process. MEDS also provides credit to the BEE summit of DEDAT and the introduction of new programmes to enhance the transformation process further (DEDAT 2005, 114).

More recently, in 2013, the tourism charter was further amended. On 11 October 2013, the Minister of the Department of Trade and Industry (DTI) issued the Amended Generic Codes of Good Practice for B-BBEE under section 9 (1) of the B-BBEE Act No. 53 of 2003. Subsequent to that, the President signed the B-BBEE Amendment Bill into law on 27 January 2014 to tighten the transformation process. All Sector Charter Councils and departments were then given a transitional period, from 11 October 2013 to 30 April 2015, to align their sector-specific Codes to the DTI's B-BBEE Generic Codes of Good Practice.

The Tourism B-BBEE Charter Council has developed Draft Tourism B-BBEE Codes, which the Minister has recommended for consultation with tourism stakeholders. The National Department of Tourism (NDT) conducted nation-wide public hearings on the Draft Tourism B-BBEE Sector Codes in the month of September 2014. The Draft Codes propose new targets for B-BBEE in the tourism sector. The NDT's goal was to solicit inputs and hear views of stakeholders, such as the various tourism associations and business owners, officials from government and public entities, B-BBEE verification agents and consultants, including civic organisations with interest, on the proposed targets. These inputs will be taken in consideration when the changes are implemented in 2015.

It needs to be mentioned that the SMME's that are supported by government interventions in South Africa mostly fall within the "exempted micro-enterprise" category since their turnover is lower than the threshold of R 2.5 million. Hence small white and black-owned tourism businesses are supported by government programmes in the Western Cape as long as they comply with the criteria set by the different departments and programmes. The main aim is still to grow the economy and to create "decent" jobs.

3.3. POLICY AND LEGISLATIVE BACKGROUND SUPPORTING TOURISM ENTERPRISE DEVELOPMENT WITH SPECIFIC REFERENCE TO THE TOURISM MENTORSHIP PROGRAMME

In addition to the policies and legislation described above, the policies and legislation that pertains specifically to Tourism Enterprise Development in the Western Cape will be described in the following sections.

3.3.1. National Small Business Act, 1996 (Act No. 102 of 1996)

The National Small Business Act, 1996 was passed by Parliament to provide for the establishment of the Advisory Body and the Small Enterprise Development Agency; to provide guidelines for organs of state in order to promote small business in the Republic; and to provide for matters incidental thereto. According to Phago and Tsoabisi (2010: 154), “the promulgation of the National Small Business Act 102 of 1996 gave formal recognition to the existence of the small business in South Africa.”

In Chapter 1, Section (xv) and Section (xvi) of the National Small Business Act, 1996 “small business” and “small business organisation” are defined as follows:

(xv) "small business" means a separate and distinct business entity, including cooperative enterprises and non-governmental organisations, managed by one owner or more which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or subsector of the economy mentioned in column I of the Schedule and which can be classified as a micro-, a very small, a small or a medium enterprise by satisfying the criteria mentioned in columns 3, 4 and 5 of the Schedule opposite the smallest relevant size or class as mentioned in column 2 of the Schedule (vii).

A small enterprise is defined in the Small Business Act as an enterprise with less than 50 employees, a turnover of less than R 5 million per annum with a management team that has well-developed technical skills but limited business skills. A micro-enterprise is defined in the Small Business Act as an enterprise having less than five employees, a turnover of less than R 150 000 per annum and a management team with some technical skills but limited business skills. A survivalist enterprise, on the other hand, is defined in the Small Business Act as an enterprise which involves individual self-employment, a turnover of less than R 50 000 per annum with the owner having limited technical and business skills.

The majority of businesses supported by the Enterprise Development support programmes within DEDAT fall in the micro- and small enterprises category. Since 2011 the focus has shifted away from survivalist and start-up businesses as it is believed that they contribute the least to economic growth. In terms of government programmes, the survivalist enterprise falls more in the poverty relief category than in the job creation category.

(xvi) "small business organisation" means any entity, whether or not incorporated or registered under any law, which consists mainly of persons carrying on small business concerns in any economic sector, or which has been established for the purpose of promoting the interests of or representing small business concerns, and includes any federation consisting wholly or partly of such association, and also any branch of such organisation (viii).

In essence this act defines SMME's and has put in place structures to implement the SMME promotion policy.

3.3.2 National Tourism Act, No 3 of 2014

Tourism Act No. 3 of 2014 makes provision for the development and promotion of sustainable tourism for the social, economic and environmental benefit of South African citizens. The process to review the Tourism Act of 1993 began in 2009 in consultation with all spheres of government; tourism stakeholders; the private sector and the South African public. More than 450 comments were received from discussions relating to the voluntary provision of information by tourism businesses, Tourism Norms and Standards and the role of the Tourism Complaints officer.

President Jacob Zuma determined 16 June 2014 as the date on which the Tourism Act No 3 of 2014 came into operation. The commencement of this Act coincided with the commemoration of 38 years since 16 June 1976, when the youth of South Africa protested against the government of the day in a quest for a better education system. The Tourism Act, 2014 provides for sufficient transitional measures and as such, there will be no vacuum with regard to the transition from the Act of 1993 to the one of 2014.

"The objectives of Tourism Act No. 3 of 2014 include:

- The promotion of responsible tourism practices;
- Provision for the effective marketing of South Africa, both domestically and internationally through South African Tourism (SAT);
- The promotion of quality tourism products and services;
- The promotion of economic growth and development of the sector; and
- The establishment of concrete intergovernmental relations to develop and manage tourism.

Tourism Act No.3 2014 embraces the National Tourism Sector Strategy (NTSS) as part of the legislative framework for the management and development of tourism. The Act will enable the sector to address gaps identified during the review process pertaining to the lack of knowledge and information about the sector; the lack of adequate structures for the management of tourism; SMME transformation and the lack of service excellence in the sector “(RSA: 2014).

3.3.3. National Tourism Sector Strategy (NTSS)

The National Tourism Sector Strategy (NTSS) was “published on 24 March 2011 and is viewed as a blueprint for the tourism sector. The document is the culmination of various consultative sessions, bilateral meetings with stakeholder groups and selected individuals. The draft NTSS was approved by Cabinet, and launched during May 2010 for public comment. It was further gazetted in June 2010, with a closing date of 31 July 2010. Some 37 000 comments were received from a range of stakeholders, including individuals, associations, government departments and provinces. According to the NTSS all comments were considered in the finalisation of the document. In the main, the NTSS should contribute towards creating conditions for sustainable tourism growth and development for South Africa, in line with the Tourism Act, 1993 (Act No 72 of 1993) replaced by the Tourism Act No.3 of 2014, and the White Paper on the Development and Promotion of Tourism in South Africa (Tourism White Paper of 1996)” (RSA, 2011:2). “Through the consultative process, various strategic thrusts have been identified to address the objectives and goals for the tourism industry.” (RSA, 2011:19). The NTSS makes provision for four strategic Clusters namely:

- “Cluster 1: Policy, Strategy, Regulations, Governance, and Monitoring & Evaluation;
- Cluster 2.1.: Tourism Growth & Development – Demand;
- Cluster 2.2; Tourism Growth & Development – Supply;
- Cluster 3: People Development; and
- Cluster 4: Enablers of Growth”

(RSA: 2011: i).

Cluster 3: People Development is specifically relevant to SMME development. And of specific importance are the sections referring to transformation and decent work:

- *Transformation*

There are certain sub-actions and the first sub-action specifically mentions the development and implementation of a “formalised national mentorship programme for entrepreneurs in the tourism industry” (RSA, 2011: 37).

- *Decent work*

Since “decent work is one of government’s priorities and since the tourism industry must therefore demonstrate to government that it is indeed a provider of decent work” a list of 16 sub-actions have been listed to address the issue (RSA, 2011:37-38).

3.3.4. Provincial strategic objectives

The Western Cape Provincial Strategic Directive was approved by the Provincial Cabinet in November 2011 and with this, five strategic objectives for the Province were articulated focusing the Province’s resources on:

- a) “Objective 1: To develop and implement the economic strategic plan and policies in support of achieving opportunities for jobs and growth.
- b) Objective 2: To create an enabling environment (minimal hurdles, sustainable business growth, investment and job creation) through improvement in the regional business confidence index and growth in the employment rate.
- c) Objective 3: To facilitate demand-led, private sector-driven government support for growth sectors, industries and business by increasing the value of exports.
- d) Objective 4: To improve the competitiveness of the region through infrastructure-led economic growth.
- e) Objective 5: To facilitate through EPWP, 204 770 “100-day work opportunities” and 111 859 “full time equivalents” between 2009 and 2014” (PGWC 2010).

The Western Cape Government Strategic Objective 1 (PSO1) refers to “creating opportunity for growth and jobs” (PGWC 2010:8). This strategy is in line with the National Government’s goal of “decent jobs” for all.

The Provincial Government of the Western Cape (PGWC 2010:8) “believes that:

- Economic growth is the foundation of all successful development.

- Growth is driven primarily by private sector business operating in a market environment.
- The role of the state is (a) to create and maintain an enabling environment for business and (b) to provide demand-led, private sector-driven support for growth sectors, industries and businesses.”

Noting the above, DEDAT has articulated the following indicators as critical to the achievement of their mandate. These are:

- a) Number of jobs facilitated;
- b) Growth/ expansion of businesses;
- c) Number of new business enterprises established;
- d) Value of funds leveraged;
- e) Value of economic opportunities for businesses;
- f) Value of savings to consumers;
- g) Number of international arrivals to the Western Cape;
- h) Value of international foreign direct spend; and
- i) Number of people trained

(DEDAT, APP: 2014-15).

The above-mentioned indicators numbers (a) and (b) are of particular relevance to the tourism enterprise development programmes with specific reference to the Tourism Mentorship Programme.

3.3.5. Department of Economic Development and Tourism (DEDAT)

The operations of DEDAT are currently organised into the following seven programmes:

Programme 1: Administration – the purpose of Programme 1 is to “provide strong, innovative leadership, and to deliver clean, efficient, cost-effective, transparent and responsive corporate services to the Department “(DEDAT APP, 2014/15: 20). It consists of the following sub-programmes: Office of the Head of Department, Financial Management and Corporate Services.

Programme 2: Integrated Economic Development Services – the purpose of Programme 2 is “to promote and support enabling business environment for the creation of opportunities for growth and jobs” (DEDAT APP, 2014/15: 30). It consists of the following sub-programmes: Enterprise Development, Regional and local economic development, economic empowerment and Red Tape Reduction.

Programme 3: Trade and sector development – the purpose of Programme 3 is “to stimulate economic growth through industry development, trade and investment promotion” (DEDAT APP, 2014/15: 52). It consists of the following sub-programmes: Trade and Investment Promotion, Sector Development, Strategic Initiatives and Management Trade and Sector Development.

Programme 4: Business Regulation and Governance – the purpose of this programme is “to ensure an equitable, socially responsible business environment in the Western Cape – through general interventions within the trading environment and through specific interventions mandated by the Constitution and national and provincial legislation and policies” (DEDAT APP, 2014/15: 78). It consists of the following sub-programmes: Regulation Services, Consumer Protection, Liquor Regulation.

Programme 5: Economic Planning – the purpose of this programme is “to provide strategic support to the department in undertaking province-wide cross-cutting economic planning processes to give effect to Strategic Objective 1 i.e. “Creating opportunities for growth and jobs”. Strategic Objective 1 requires the long-term perspective, to inform shorter term plans, resource allocation, trade-offs and the sequencing of policies (DEDAT APP, 2014/15: 92). It consists of the following sub-programmes: Policy and Planning, Research and Development, Knowledge Management, Monitoring and Evaluation and the Western Cape Economic Development Partnership.

Programme 6: Tourism, Arts and Entertainment – the purpose of this programme is “to facilitate opportunities for the growth and increased inclusivity of the tourism, arts and entertainment sectors” (DEDAT APP, 2014/15: 110). It consists of the following sub-programmes: Tourism Planning, Tourism Growth and Development, Tourism Sector Transformation, Destination Marketing Organisation and Commercial Arts and Entertainment.

Programme 7: Skills development and innovation – the purpose of this programme is “to facilitate the provisioning of Human Capital skills and innovation and technology in order to deliver on the economic Human Resources Development Needs of the Western Cape (DEDAT APP, 2014/15: 128). It consists of the following sub-programmes: Provincial Skills co-ordination, Workforce Development and Innovation.

For the purposes of this study only the two units, namely Programme 2 and 6 that each has two sub-programmes dealing with Enterprise Development and were directly involved with the TMP, will be discussed.

3.3.5.1. Integrated Economic Development Services (IEDS)

The purpose of Programme 2 (IEDS) within DEDAT was explained above. The relevant unit within IEDS that managed the Legacy Mentorship Programme was the Enterprise Development unit. This unit has been “given the mandate to facilitate and enabling business environment and ensure that SMME’s thrive in the Western Cape” (DEDAT, 2010/11 APP: 26).

SMME’s already play a significant role in the South African economy. Statistics provided by National Treasury indicate that “About 70% of private employment is in firms with fewer than 50 workers” (DEDAT, 2010/11 APP: 26). Despite the importance of entrepreneurship and SMME’s to the South African Economy, the total entrepreneurial activity or TEA rate (as measured by the Global Entrepreneurship Monitor [GEMS] in 2012) stands at a disappointing 7,3% - a decrease from the 2011 measured rate of 9,1. Alarming, it is nearly 50% below the average of efficiency-driven economies (14, 3%). The TEA measures entrepreneurial activity by looking at the percentage of the active population, people between 25 and 64, who are entrepreneurs in any given country (Turton & Herrington: 2012:7).

GEMS 2012 indicate that “entrepreneurial activity drives economic growth and job creation. The most competitive nations are those that have the highest level of entrepreneurial activity. Small and medium size businesses tend to be the greatest creators of jobs and collectively, the greatest creators of wealth in emerging economies”(DEDAT, 2010/11 APP: 26). “The role played by new and small businesses is increasingly being acknowledged and appreciated. GEM contributes to this recognition by conducting longitudinal studies and comprehensive analyses of entrepreneurial attitudes and activity across the globe” (Turton & Herrington 2012:12). Various factors impact entrepreneurial activity and it is here where initiatives will be focused to impact entrepreneurial activity positively. These initiatives include:

- Co-ordinating business development support efforts offered by government and government agencies;
- Increasing access to business development support efforts (including training) offered by government and government agencies;
- Creating awareness of business development support efforts offered by government and government agencies;

- Developing and fostering a culture of entrepreneurship in the region; and
- Promoting innovation, especially amongst the youth (DEDAT APP, 2014/15: 30).

The Enterprise Development programmes were implemented for a period of 7 years (2005 – 2011) through the RED (Real Enterprise Development) Door initiative. The RED Door operated in a sector which had a high concentration of entrepreneurs and which up to 2010 were characterised by less sophisticated, informal and semi-formal businesses. Thus, generic business support services were required. The key focus of the RED Door for the 2010/11 financial year was to reconfigure the programmes to support more established and sophisticated businesses; hence the Legacy Mentorship Programme was initiated.

3.3.5.2. Tourism Sector Transformation

The purpose of the Tourism Chief Directorate is to grow and transform the Tourism Industry in the Western Cape for the benefit of all citizens. The Strategic Objective of the Sub-Programme: Tourism Participation was “the achievement of a situation in which opportunity exists of participation in the economy, through employment and business ownership, for all who seek such opportunity” (DEDAT APP, 2010/11, WC: 100).

The name of the Tourism Participation Directorate changed to Tourism Sector Transformation. The Tourism Sector Transformation (Sub-programme 6.3. within the Department of Economic Development and Tourism, Western Cape) “ensures access to the tourism industry in terms of human resource development and enterprise development. The aim of the Directorate is to increase participation by citizens of the province in the tourism industry as well as a regulatory function in terms of tourist guiding” (DEDAT APP 2014/15:115).

The strategic objective of the Directorate is to “increase transformation and participation by citizens of the Province actively to contribute to the tourism industry through the provision of employment opportunities and business ownership.” Following the strategic objective are four objectives. One of the objectives are “to ensure that supply-side measures are in place to enhance the tourism visitor experience with a specific focus on developing tourism businesses and developing skills for entry into the tourism industry” (DEDAT APP 2014/15: 116).

3.3.5.3. Tourism Enterprise Development projects and programmes

The previous sections provided an overview of the legislative and regulatory environment, whereas the next session will discuss the support programmes available for SMMEs in the Western Cape as implemented and funded by the provincial Department of Economic Development & Tourism (DEDAT). DEDAT has identified the need for tourism business management training sessions for upcoming entrepreneurs in all the regions of the Western Cape. The Tourism Enterprise Development programme aims to “address the needs of the entrepreneurs in the tourism industry” (DEDAT APP 2014/2015:116). The training sessions aim to equip upcoming entrepreneurs to manage and grow their tourism business exponentially.

There are two types of training, offered at various levels of business development:

Intermediate Business Skills Training Programme – 8 days split into two-day training sessions per month from July to October for those who have started their tourism business but are still battling to make a profit and have not reached breaking even. The days are split up into Marketing, HR, Finance and Business development scenarios (two days per module). A new addition to this area was the introduction of QuickBooks or Quick Payroll Package to assist businesses to learn Basic Booking skills. There was a pilot roll out of QuickBooks training for 20 tourism SMME's in August 2014. It proved to be very successful; therefore the unit has presented motivation to budget for two more groups in 2015.

Advanced Training Programme- These training sessions are targeted at the established tourism business, which is making a substantial profit, but is struggling to enter the mainstream. The focus of the training at this level is more participative, where a lot of the examples being discussed besides addressing the case study, are from the participants' own businesses, sharing what does and does not work and why. The Advanced programme consists of Social media training, Internet marketing training, Tour operator training, a Business Improvement workshop and training for the accommodation sector.

The training would be specifically designed so that groups of tourism business people learn progressively more at each workshop, building on the content of the previous workshop, after which they apply it to their business and then at the next workshop, review their applications and learn more.

Once the SMME's have successfully completed some of these training programmes they can apply for the Tourism Mentorship Programme. Acceptance to the TMP depends on whether the SMME complies with the criteria and whether there is space available on the programme.

In view of the above it can be seen that tourism enterprise development (SMME development) with specific reference to programme support and development is dealt with by the Western Cape Department of Economic Development in partnership with local government and stakeholders in the industry.

3.4 DEVELOPMENT OF THE TOURISM MENTORSHIP PROGRAMME IN THE WESTERN CAPE

The Tourism Mentorship Programme (TMP), “an initiative by the Department of Economic Development and Tourism (DEDAT) and the South African Tourism Services Association (SATSA) was piloted in 2003 and entailed an eight months’ mentoring programme between established and leading tourism businesses and their SMME counterparts. The programme sought to accelerate the transformation process within the Tourism industry by creating personal and professional relationships between businesses, resulting in skills transfer and the general upliftment of the standard of business practiced by SMME’s” (Anix Consulting, s.a.).

The marked success of the TMP prompted a second launch in 2004. The programme has been implemented annually since then and the past four years in partnership with the Tourism Enterprise Partnership (TEP). The implementers of the programme, DEDAT and TEP have, however, decided not to implement the TMP 2014/15 in partnership.

The TMP is a mentorship and skills development programme and is thus geared at including SMME-classed businesses that have been operating in the Tourism industry for a number of years and with a visible degree of success. The TMP is more suited to already established SMME companies than start-up businesses. SMME’s selected to participate should at least be able to show a break-even or minor profit margin for their business which must be majority black-owned and must have a proven track record in the industry. The policy of the Western Cape government has also shifted to the support of more established businesses rather than start-up businesses.

The SMME’s expressed a need to discuss their problems and frustrations with another business person – a mentor – who would be able to offer some solutions. Skills transfer, and also networks, from these executives would be invaluable. The advantages of one-to-one mentorship are that the SMME businesses who participate are considered to be the leaders in their class and are given many privileges and opportunities to uplift themselves and their companies. Many authors such as Beckett (2010:22) agree that “successful mentoring has long-term effects as the mentees of today will grow to become the mentors of tomorrow.” Homsey (2010:105) adds that the “legacy of the mentoring franchisee is established when the protégé becomes the mentor and passes on the teachings to help someone else succeed.” The Department of Economic Development & Tourism in the Western Cape experienced this phenomenon when mentees like Alison Barnard of African Kaleidoscope and John Minnaar of Minnaar

Tours grew their businesses and confidence to such an extent that they in turn mentored other SMME's and gave back to the industry some of the skills learned. It also sometimes happens that a mentorship relationship lasts beyond the formal mentorship programme. Johnson and Ridley (2004:71) mention an example of when the formal programme ended where the mentee sought out the mentor and the two remained connected. During the DEDAT/TEP TMP exit meeting in July 2014 there was view from at least three mentors that still support their mentees beyond the time frame of the mentorship programme and without being remunerated for it.

Mentees and Mentors are partnered-based on the needs assessment performed by the Programme Manager as well as issues that the mentee had outlined as specific weaknesses or areas of development. According to Groenewald (2003:123) "there should be certain generic expectations between mentors and mentees that govern the relationship such as to stay open-minded and meet as per schedule, agree on action points to be mentored and acted upon, the seriousness of self-development and the consequences of not participating should be understood by mentees". Ortis-Walters (2009:26) confirms that "both mentees and mentors should play an active role". She defines mentorship collaborations as "interactions between mentors and mentees that contribute to the accomplishment of mutual work objectives and result in personal learning". The matching tool would be integral to ensuring that the mentor and the mentee matched are compatible as far as possible. According to Kay, Hagan & Parker (2008:70) the characteristics of both mentees and mentors can affect the outcomes of the mentoring relationships. Once a partnership has been created, mentorship begins. The mentors -- business and corporate ambassadors -- contribute to entrepreneurship skills enhancement with their expertise, using their human and material resources.

The partnerships are required to meet for at least six hours each month and deal with the issues as outlined by the Programme Manager. According to Shine (s.a.) "monitoring that the sessions are actually happening and that the matching is working is very important. Issues to do with pairs not meeting due to wrong matching for instance can only come to the fore if monitoring by the programme co-ordinator is done on a regular basis." In many cases as confirmed by Beckett (2010:22) "the mentors may have experienced the problem previously or may be experiencing the difficulties along with the mentee, but with the benefit of past experience." However, it is important to note that "mentors will not make decisions for mentees. Mentees make decisions for their own businesses" (Support and Consultation Centre for SMME's, 2011). Since each assessment is different, each of the mentoring partnerships will perform different activities throughout the programme. Their progress was monitored by the Programme Manager who regularly reported back to the Steering Committee. This was the case for the first few years of the TMP. However, the Tourism Business Forum was dissolved in 2009-10 and the TMP Steering Committee

also fell away. The project managers, however, still required monthly reports from the mentors to confirm the progress and that mentoring actually did take place. Beckett (2010:22) states that the “formal mentee/mentor relationship has provided him with the most benefits.” He also confirms that the “most successful relationships will be those in which both parties are engaged and working toward the goals of the relationship”.

3.5 IMPLEMENTATION OF THE TOURISM MENTORSHIP PROGRAMME IN THE WESTERN CAPE

The Tourism Mentorship Programme is a six-month mentorship programme which is implemented in line with the governments’ financial year – April to March the following year. The first few months are for planning purposes and thereafter the actual implementation of the programme starts.

There were different implementation methods over the years:

- During the first four years of implementation of the Tourism Mentorship Programme, DEDAT implemented the TMP in partnership with SATSA. DEDAT appointed and paid a project manager who paid the mentors for the programme who were taken from SATSA’s, FEDHASA and SAACI’s large pool of members (which are established tourism businesses) while the mentee participants were those who had been selected by relevant officials or had successfully applied to participate.
- During 2009 a partnership with TEP (at the time it was called Tourism Enterprise Programme but two years ago the name changed to Tourism Enterprise Partnership) was formed. DEDAT and TEP signed a Memorandum of Understanding (MOU) where the conditions of the partnership, the day-to-day running of the programme and the payment of the mentors, training, orientation and exit meetings were covered. During the four year partnership different implementing methods from both DEDAT and TEP were followed.
 - During the first year (2009-10) of the DEDAT – TEP partnership, the running of the programme was still managed by DEDAT through an appointed project manager. TEP contributed by paying an extra fee to the mentors.
 - During the second year (2010-11) DEDAT received very little budget, therefore the agreement was that TEP would appoint and pay the mentors and DEDAT would source and pay a service provider to do extra training. Peer Power was appointed and the extra

training (according to the mentees' needs) was Online Marketing, social media training (a new field at the time) and peer power group work.

- During the third year (2011-12) the Tourism Enterprise Development unit of DEDAT budget was managed by the Enterprise Development unit of DEDAT and not by the Tourism Chief Directorate. Therefore the unit had to implement the TMP through another programme, the Legacy Mentorship Programme. This led to delays and the programme was only implemented in December 2011. TEP's mentors were, however, managed by an implementing agent based in Pretoria. This also led to delays. The person responsible was, however, efficient and the admin and reporting side went well.
- During the fourth year (2012-13) the TMP was again implemented through the legacy mentorship programme. This time around it went smoother as although the mentors were appointed through the Legacy Mentorship Programme, the running of the programme was managed by the Tourism Enterprise Development unit of DEDAT. TEP still had an implementing agent. However, the new person was not as efficient and therefore the quality of the reports was not up to standard.
- During the fifth year (2013-14) the provincial agents of TEP received far less funding from the National Department of Tourism. They therefore implemented the programme internally. The database of the Legacy Mentorship Programme expired and the Tourism Enterprise Development unit of DEDAT had to implement the programme by appointing the mentors through a tender process.
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3.5.1. Tourism Mentorship Programme in partnership with SATSA

As mentioned above, the TMP was an initiative by the Western Cape Department of Economic Development and Tourism (DEDAT) and the South African Tourism Services Association (SATSA) and the programme was piloted in 2003 with the main focus to accelerate the transformation process within the Tourism industry. "From 2004 the programme's implementation was a joint venture by DEDAT, SATSA, the Destination Marketing Organization (DMO) and the Tourism Enterprise Programme (TEP), where each of these stakeholders made use of their substantial resources in the tourism industry to bring the TMP to reality" (Anix Consulting, s.a.).

DEDAT, the Tourism Enterprise Partnership (TEP), Cape Craft and Design Institute (CCDI), Cape Town Routes Unlimited (CTRU) – which have since been incorporated within the Western Cape Investment and Trade Promotion Agency (WESGRO), City of Cape Town, Southern Africa Tourism Services Association (SATSA), Federated Hospitality Association of Southern Africa (FEDHASA), Southern African Association for the Conference industry (SAAQI) and Cape Town Tourism, were partners in the Tourism Business Forum (TBF). DEDAT funded and facilitated the TBP along with its partners in the Tourism Business Forum (TBF). The partners as at the time of the implementation of the TMP (2004 to 2005) were:

- *Cape Craft and Design Institute (CCDI)* - represents the development of the arts and craft sector as a primary supplier of goods to the tourism industry.
- *Cape Town Routes Unlimited (CTRU)* – represents market access programmes that promote regional tourism products and services. CTRU was integrated within WESGRO with effect from 1 April 2013.
- *South African Tourism Services Association (SATSA)* – represents the link to the tourism industry and access to business opportunities via membership benefits.
- *Tourism Enterprise Programme (TEP)* – later known as *Tourism Enterprise Partnership* – represents financial programmes supporting tourism enterprise development and the marketing of tourism SMME's.

From 2006 and 2008 FEDHASA CAPE and SAACI were added as members of the TBF.

- *Federated Hospitality Association of Southern Africa (FEDHASA)* – “represents the South African Hospitality Industry on a local, provincial, national and global level. With industry support FEDHASA, remains the umbrella association for hotels, restaurants, conference centres, caterers, self-catering accommodation, home hosting establishments (B & Bs and guest houses), clubs, taverns, shebeens, suppliers and trainers, consultants and service providers to the hospitality industry” (FEDHASA, s.a.).
- *Southern Africa Association for the conference industry (SAACI)* – represents the “conference and meetings industry of South Africa and is dedicated to maintaining and improving its levels of efficiency and professionalism” (SAACI, s.a.).

The TBF was instituted in 2002 and met on a monthly basis from 2002 to 2008 to collaborate on business support for tourism businesses (which included the tourism mentorship programme) and shared databases.

“The TBF is focused on integrating approaches to tourism development in the region. The TBF has also been seeking further institutional linkages to strengthen representation within the TBF and access further support for tourism SME development” (final TBDP report, 2005: 8).

The macro-objectives of the Tourism Mentorship Programme at the time were to:

- transform the industry through building capacity for PDIs;
- build confidence in PDI businesses to compete effectively with bigger players;
- allow PDI to identify opportunities instead of stumbling blocks; and
- ensure maximum exposure of mentee businesses through the TMP.

3.5.2. The Tourism Mentorship Programme in partnership with TEP

“TEP, a Non-Profit Company, is one of the longest standing and most successful public-private partnerships in South Africa. TEP facilitates the growth, development and sustainability of small tourism businesses. This is achieved through a number of products and services that provide hands-on, step-by-step support and guidance, ultimately leading to improved product quality, operational efficiency and market reach” (TEP: s.a.). TEP was initially launched by the Business Trust in July 2000 as a four-year job creation programme in the tourism industry – in those years it was called the Tourism Enterprise Programme. Following good performance it was extended and expanded with additional funding from the Business Trust and the then National Department of Environmental Affairs and Tourism.

During 2009 both DEDAT’s and TEP’s budgets were cut. DEDAT and TEP officials met and it was agreed to partner on the Tourism Mentorship Programme. At that stage the programmes were implemented by service providers that were appointed and paid by DEDAT. Therefore TEP National which was funded mainly by the Business Trust could pay money over to the service providers appointed by DEDAT as per the MOA signed between DEDAT and TEP. For the past four years DEDAT and TEP have partnered on the Tourism Mentorship Programme.

Although there is a formal Memorandum of Agreement (MOA) in place there are also informal agreements between the partners. The biggest problem is that there is no longer a single implementing agent. Also according to internal departmental policies no funds can be transferred to TEP. The reasoning behind it

is that the Department should be seen as leveraging money from an entity and not transferring money to the entity.

Therefore each partner agrees to pay for half of the costs and then they share targets e.g. TEP pays 10 mentors and DEDAT pays 10 mentors and share the target of 20 mentees mentored for the financial year. The service providers, in this case the mentors, are paid directly by TEP and DEDAT. The additional training costs are also shared per session. The orientation session and the exit meeting costs are also shared e.g. TEP would pay for the orientation session at the start of the Tourism Mentorship Programme and DEDAT for the exit session at the end of the six-months Mentorship Programme.

The two different partners, DEDAT and TEP, implementing programmes together and sharing costs have led to problems in reporting and implementing. In some cases the reports submitted by TEP differed so much from DEDAT's reports that the TEP reports were not accepted by DEDAT Finance as evidence.

In the case of DEDAT and TEP the outputs could have been achieved separately but it would have led to duplication. Furthermore due to severe budget cuts, the partners needed each other to be able to reach output and outcome targets. By virtue of the collaboration between DEDAT and TEP, the Department was able to support more small tourism businesses with the small budget allocated to the Tourism Enterprise Development unit. Therefore the advantages of the partnership should make it worthwhile to work on the implementation issues.

The difficulties associated with a fragmented approach to service delivery were one of the reasons for the partnership between DEDAT and TEP. Some of the SMME's took chances and would "hop" between the different support organizations and would sometimes even play off one organisation against the other. After the dismantlement of the Tourism Business Forum in 2008 duplication of efforts occurred. There was no co-ordination anymore and SMME's could receive support from DEDAT and a few months later receive the same support from TEP.

With the adoption of provincial Strategic Objective 1: Creating opportunities for growth and jobs during the 2011/12 financial year, greater emphasis was placed on the Department of Economic Development and Tourism (DEDAT), Western Cape, to focus its resources and play a more economic co-ordination and leadership role in addressing the market failures within the Western Cape economy (DEDAT, 2013). The emphasis shifted to outcomes and the main reason for implementing the TMP was no longer the focus on transformation of the tourism industry but rather job creation and businesses expansion. DEDAT and TEP both have similar goals such as the growth of tourism businesses, the tourism economy and job creation, therefore the partnership still made sense during the third implementation together. According

to Fox and Meyer as cited by Roux and van Rooyen (2002: 223) a goal is an *“unrealized state not yet achieved by the members of an organization but which they regard as desirable and an unrealized state or condition that the members of an organization do not possess, but which they deem necessary”*.

However, there was no baseline on how many jobs the different tourism SMME's created per annum. Therefore the assumption by management was that each SMME would create at least one job thus the 500 businesses supported per annum would lead to 500 jobs. This assumption proved incorrect. During the 2012-13 financial year when the first outcome evidence was collected, evidence for only 95 jobs created by the Tourism Enterprise Development programmes could be collected.

TEP and DEDAT met to discuss the implementation of the programme for the 2014-15 financial year. A draft MOU was referred to TEP Head Office for approval but the partnership between DEDAT and TEP was not approved. The reason why TEP declined a partnership with DEDAT is that TEP's target for the financial year was only 10 SMME's compared to DEDAT's 20 SMME's. TEP felt that they would not gain financially with this partnership as targets could not be shared as was the case in previous financial years. They would have received 10 new SMME's and grow their client database and would also receive the financial gain of DEDAT paying for the orientation and exit session as well as additional training required by the mentees. However, TEP still did not see the value of the partnership with DEDAT.

To make the partnership between DEDAT and TEP work in the long term would require a sophisticated approach. A starting point could be agreement on outcomes and impact achieved with the tourism mentorship programme. Secondly an online reporting mechanism with automated deadlines should be employed.

3.5.3. Administration of the Tourism Mentorship Programme

The various different methods of administration of the TMP will be discussed in the following sections. It starts with the pilot of the TMP and the last section describes the most recent administration method of the TMP.

3.5.3.1. Administration of the TMP in partnership with SATSA

The results of the pilot programme were taken into consideration to develop the Tourism Mentorship Programme further. It included the following activities:

- Appointment of a project manager, to manage the entire process.

- Co-ordinating the identification of the mentees and mentors.
 - The mentees were selected with reference to the following criteria:

Strict Criteria:

1. Owning a business within the Tourism Sector;
2. Compliance: All required legalities (where relevant);
3. Compliance: All required insurances (where relevant);
4. Completed Advanced Tourism Business Management training or (depending on entrepreneur, Advanced can be done in conjunction with TMP); and
5. Profitability – at least on break-even – with retained income for further development as might be proposed by mentor.

Flexible Criteria:

6. 100% black-owned business;
 7. Must show growth within first year/previous year of operation;
 8. Reputable image within the tourism industry;
 9. Have attended the annual Tourism INDABA in Durban if appropriate;
 10. Must be willing to set aside time for monthly mentoring; and
 11. Must be open to different opinions and suggestions.
- Conducting needs analysis of mentees.
 - Collecting the 10% commitment fee from the mentees.
 - Promoting the mentorship programme and its benefits to the mentees.
 - Establishing the availability of mentors in the different areas identified for mentorship by the mentees.
 - Co-ordinating the development of a programme for the mentors, as a guideline for mentorship regarding the expected outputs at the different time intervals.

- Co-ordinating the delivery of a pre-Tourism Indaba programme for the mentees.
- Developing a monitoring and evaluation programme to ensure quality and effective transfer of skills.

3.5.3.2. Administration of the TMP in partnership with TEP

Table 1: Mentorship Planning

The table below is an example of how the planning of the TMP took place during the period when the TMP was implemented in partnership with TEP.

#	Action	Description	Due Date
1	Shortlisting confirmation SMME's (100) - 50 by end of June	All provinces to submit list of proposed mentees	June
2	Proposed Mentors	ProServ is advertising and seeking suitable Mentors. Provinces to submit CV's for Mentors by mid June	June
3	Selection of mentors	Final selection and matching of mentors to mentees	July
4	Training mentors	Mentor Orientation and training Sessions per province	Dates to be set for July
5	Setting up reporting structure	Agreed reporting structure per province (taking into account partnerships / specific provincial dynamics)	Once mentee and mentor selection and matching is complete (during training session)
6	Mentorship Programmes implemented	Mentorship programmes are implemented per province	As planned per province

(TEP TMP Planning document, 2011).

TEP Mentorship Application

The TMP as coordinated by the National Department of Tourism indicated that the “following requirements should be met / submitted for each applicant / member wishing to partake in the 2011/ 2012 Mentorship Programme. Provincial offices will be responsible for submitting the applications to ProServ SA by the end of June 2011.”

Mentee Application Requirements: (– all details accurate at time of submission)

1. Business Profile;
2. SWOT analysis of business;
3. Company registration documents (CKs or CM29);
4. Directors' / Owners' copies of certified ID's;
5. Business Profile;
6. SWOT analysis of both owner and business;
7. Checklist and proof of items, such as:
 - a. Business Plan;
 - b. Accounting books;
 - c. Staff compliment; and
 - d. Legal Compliance and company registration;
8. Report on the consistency of TEP-required reporting (verified by Provincial office);
9. Report on attended training interventions (both TEP and external);
10. Ideally proof of Business Skills attendance (exceptions will be granted based on supporting info of application);
11. Business owner profile or CV;
12. Revised BSM scoring (within one month of date of application);
13. Motivation from owner and list of desired outcomes or goals; and

14. Motivation from Provincial office indicating the suitability of business and owner.

During two years (2011-2012) of the DEDAT and TEP partnership the programme had four role players – TEP with their implementing agent *Proserv* and DEDAT Tourism Enterprise Development (TED) unit together with Legacy Mentorship Programme. The Legacy Mentorship Programme operated from a database of mentors. Therefore the successful mentee applications would be matched with mentors that were on the Legacy Mentorship Database.

3.5.3.3. DEDAT Administration of the TMP, not in partnership with TEP

The Tourism Mentorship Programme has for the past two years been rolled out internally in DEDAT and specifically in the Tourism Enterprise Development unit. The mentors have to be registered on the Western Cape Supplier database (WCSD). The process followed was as follows:

- All the mentees who applied for the Tourism Mentorship Programme received site visits from DEDAT officials.
- Those that were successful had to complete commitment fees. However, the mentees no longer pay a 10% commitment fee which does pose a problem regarding commitment to complete the programme.
- Based on the mentees' application forms and the information gathered during the site visits we drew up the Terms of Reference to advertise for suitable mentors.
- Each mentee's TOR was loaded separately on the procurement system. In this TOR we would provide detail about the mentee's business e.g. location, type of business, years in business, gender of owner, business needs, etc.
- Therefore each mentor that quoted could decide whether his or her skills would be a good match for the mentee.
- Each mentor had to be registered on the WCSD, write a proposal, submit supporting documents and then had to comply with all the other requirements such as tax clearance certificate etc.
- Each mentor then had to put in a quotation for each mentee that they wanted to mentor.
- All the mentors' proposals who qualified were then evaluated by a panel.

- Once the mentors' proposals made 75 percent for functionality DEDAT went on to the next phase which was price and BEE preference points and thereafter the final matching took place.
- Within this system the TED unit tried their best to match mentors and mentees on the basis of suitability.

For the 2014-15 financial year TEP has decided not to partner with DEDAT on this project.

3.6. CONCLUSION

This chapter has shown through policies and programmes National and Provincial governments' commitment to stimulate and grow the economy, create jobs and develop SMME's. The following Acts and policies have been discussed:

- *The National Development Plan (NDP)* which during 2013-14 has become the "cornerstone of government's policy in addressing objectives such as increasing employment, reducing poverty and inequality" (Zarenda, 2013:13).
- *The White Paper on National strategy on the development and promotion of small businesses in South Africa* which "seeks to address the following common problems faced by SMME's: an unfavorable legal environment, lack of access to markets and procurement, lack of access to finance and credit, low skills levels, lack of access to information and shortage of effective supportive institutions" (Entrepreneurs Toolkit, s.a.).
- The main focus of the *Integrated strategy on the promotion of entrepreneurship and small enterprises* is the "ongoing profiling of the small business sector, improving access to small business support and information, strengthening small business advocacy, delivering effective service and monitoring impact" (Dti, 2006:5).
- *National Small Business Act, 1996 (Act No. 102 of 1996)* was passed by Parliament to provide for the establishment of the Advisory Body and the Small Enterprise Development Agency; and to provide guidelines for organs of state in order to promote small business in the Republic; and to provide for matters incidental thereto.
- *Tourism B-BBEE* - since the year 2007 government moved away from a narrow form of advancing economic transformation by broadening the scope of Black Economic Empowerment

(BEE), resulting in Broad-Based Black Economic Empowerment (B-BBEE). The B-BBEE policy, which was legislated under the B-BBEE Act No 53 of 2003, aims to broaden participation in the economy of the country to result in an equitable society through the creation of opportunities for those people who were previously excluded from meaningful economic participation (RSA, 2011).

- *National Tourism Act, No 3 of 2014* will enable the sector to address gaps identified during the review process pertaining to the lack of knowledge and information about the sector; the lack of adequate structures for the management of tourism; SMME transformation and the lack of service excellence in the sector (RSA: 2014).
- *National Tourism Sector Strategy (NTSS)* should contribute towards creating conditions for sustainable tourism growth and development for South Africa, in line with the Tourism Act, 1993 (Act No 72 of 1993) replaced by the Tourism Act No.3 of 2014, and the White Paper on the Development and Promotion of Tourism in South Africa (Tourism White Paper of 1996). (RSA, 2011:2).
- *Western Cape Provincial strategic objectives* were approved by the Provincial Cabinet in November 2011 and with this, five strategic objectives for the Province were articulated. It is believed that these 5 objectives will go a long way in ensuring that the goal of achieving an average economic growth rate of 4.2% and growth in employment by 2% per annum by 2015 will be realised.

Furthermore the chapter provided insight into the development of a mentorship programme for SMME's with specific reference to the implementation of the Tourism Mentorship Programme in the Western Cape. The next chapter will outline the data-gathering and analysis of this study.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1. INTRODUCTION

Chapter 3 outlined the legislative and contextual framework for SMME development, tourism development and mentorship programmes for tourism SMME's. From national government to provincial to local level it is quite evident that job creation is a high priority for government. It was concluded that through extensive policies and programmes National and Provincial governments have shown commitment to stimulate and grow the economy, create jobs and develop SMME's

This chapter will outline the research methodology that was followed to address the research question and objectives. The data sources included unstructured follow-up interviews, survey questionnaires for the mentors and mentees that were part of the Tourism Mentorship Programme since 2007-08 to 2013-14 as well as a review of DEDAT internal documentation. In conclusion, the chapter demonstrates how the data was analysed.

4.2. RESEARCH DESIGN

Mouton (2011:158) states that "implementation evaluation research aims to answer the question of whether an intervention (programme, therapy, policy or strategy) has been properly implemented (process evaluation studies), whether the target group has been adequately covered and whether the intervention was implemented as designed."

A programme evaluation study was deemed to be the most appropriate design for this project which focuses on whether the Tourism Mentorship Programme in the Western Cape has been effectively implemented and whether the targets and aims have been reached. Both implementation (process) and outcome evaluation will be considered. It was proposed that the approximately 150 tourism businesses that have been part of the Tourism Mentorship Programme over the past eight years were to be tracked and that each business be asked to complete a questionnaire indicating growth in businesses and the value that the mentorship programme had in contributing to the growth of the business. Firstly it would have to be established how many of these businesses are still in existence therefore how many have managed to sustain their businesses.

4.3. RESEARCH METHODOLOGY

According to Mouton (2011:56) research methodology “focuses on the research process and the kind of tools and procedures to be used.” It takes as a “point of departure the specific tasks (data collection or sampling) at hand.” Research methodology further “focuses on the individual steps in the research process and the most objective (unbiased) procedures to be employed” (Mouton, 2011:56).

4.3.1. Data collection methods

Both primary and secondary sources of data collection were used. Mouton (2011:159) states that during an “evaluation research - implementation (process) evaluation multiple methods of data collection can be used. It is common in implementation evaluation studies to utilise all available modes of observation: both structured (questionnaires; tests; scales) and less structured (exit session interviews; individual interviews; participation observation) as well as analysing existing documentary sources (annual reports; field records; participation records; etc.).” The researcher followed a qualitative research design but also made use of quantitative data collection by means of certain questions in the questionnaires.

4.3.1.1. Secondary data

A literature search regarding SMME support programmes with specific focus on mentorship programmes was done by means of computerised indexes, Internet search engines as well as assistance from librarians at Stellenbosch University, Bellville Park Campus as well as Bellville Library. The information was mainly generated from books, journals and internet articles. The material was interpreted, analysed, organised and presented in Chapter 2 as a literature review.

The researcher provided a contextual background in Chapter 3. This was mainly informed by the legislative and policy framework. The secondary data were generated through an analysis of documentary sources such as programme records, reports from service providers which include project managers and mentors, minutes of project manager meetings and TMP exit meetings.

4.3.1.2. Primary data

The Primary data collected for this study were mainly generated through a structured questionnaire for the mentees of the programme as well as a structured questionnaire for the mentors of the programme. It also included telephonic interviews (follow-up on discrepancies or gaps in the data received) and a few semi-structured interviews with stakeholders of the programme which included previous project

managers appointed by DEDAT and TEP's project manager. The researcher conducted semi-structured interviews with Interviewee number 1 who was employed by Anix Trading from 2004 to 2005 to be the project manager of the Tourism Mentorship Programme, Interviewee number 2 of Kiara Consulting who was the project manager for the mentorship programme from 2006-2008, Interviewee number 3 of TEP who was responsible for project managing half of the mentees/mentors during the years 2009 to 2013 and Interviewee number 4 from the Enterprise Development unit, DEDAT who was responsible for the Legacy mentorship programme from 2011 to 2012. These four individuals were chosen as they were responsible for the implementation of the Tourism Mentorship Programme in the Western Cape and the researcher believed that she would generate the most data from them to address the research question.

The questions in the semi-structured interviews with the four project managers were formulated so as to answer the objectives of the research. The following questions were asked:

- *During which period were you involved with the Tourism Mentorship Programme and in what capacity?*
- *Selection of process mentors – how did you go about it?*
- *Selection of process mentees - how did you go about it?*
- *Matching of mentors and mentees - how did you go about it?*
- *Did both the mentors and mentees sign contracts or only the mentors?*
- *Orientation session – how did you decide on the format and how did you source the facilitators?*
- *Exit session – how did you decide on the format and venue?*
- *Additional training – how did you go about the needs analysis?*
- *Your views on the support offered by DEDAT staff?*
- *Your thoughts on the Successes of the TMP?*
- *Your thoughts on the Challenges of the TMP?*
- *Any other thoughts on the TMP especially as it relates to the original objective of transformation of the tourism industry.*
- *Could you elaborate on how the implementation differed during the different phases (e.g. appointing the different external service providers and also the partnership between TEP and DEDAT) and what implementation method in your opinion worked the best.*
- *Any information you would like to share not covered in the questions asked so far?*

It should be noted that the questions were not always asked in a certain sequence as the researcher more relied on the different project managers to share as much information about the TMP as they were capable of. Therefore the interviewer did not interrupt the interviewees and in most cases they would

answer most of the questions without even being asked the questions. The researcher just kept the questions at hand and made notes and made sure that all the different areas were covered by all the project managers.

Survey questionnaires were used to measure ex-mentees' and ex-mentors' opinions and experience regarding the effectiveness of the Tourism Mentorship Programme. The mentees and mentors received different questionnaires. The rationale for inclusion of questions in the structured questionnaires was to answer the research questions and also to meet the four research objectives of the study.

The questionnaire for the ex-mentees was divided into three sections, the first section covering the background information of the tourism business, the next section covering demographic details of respondents such as the financial year that the mentee was part of the mentorship programme, age, race and name of mentor. The last section consisted of nine questions, with subsections of questions to be completed. The questionnaire consisted of a combination of close-ended questions and a few open-ended questions. A Yes/No answer format was used for questions 1, 3, 6 and 9. Questions 1 and 9 prompted the respondents to motivate their answers. A Likert scale was used for questions 2, 4 and 5. Questions 7 and 8 consisted of open-ended questions. The 9 questions were as follows:

Question 1 asked the respondents to provide relevant comments & answers to the questions about the length (duration) of the mentorship programme. They also had to motivate this answer.

Question 2 was used to measure the attitude of the ex-mentees towards their mentors. Five statements regarding their mentor were made and they had to indicate on a Likert scale how they felt about the statement – excellent, good, average or poor.

Question 3 related to the matching process. It consisted of four subquestions where the respondent had to answer Yes or No.

Question 4 related to the benefits associated with the mentorship programme and a Likert scale was used to measure the perceived benefits of the mentorship programme. The respondents had to indicate whether they strongly agreed, agreed, were uncertain, disagreed or strongly disagreed with the 15 statements.

Question 5 was used to measure the attitude of the ex-mentees towards the administration of the mentorship programme. Eight statements regarding the administration of the programme was made and they had to indicate on a Likert scale how they felt about the statement – excellent, good, average or poor.

Question 6 required a simple Yes or No answer and the question related to the opportunity for mentors and mentees to get together as a group during the six months of mentoring. The question read: “besides the orientation and exit sessions, should there be another session halfway through the mentoring programme where mentors and mentees get together to talk about challenges and to network?”

Question 7 was an open-ended question and asked the respondents what challenges they had experienced with the Tourism Mentorship Programme.

Question 8 was also an open-ended question and asked the respondents what suggestions they had for improving the implementation of the Tourism Mentorship Programme.

Question 9 required a simple Yes or No answer and the question was “Would you recommend the Tourism Mentorship Programme to another tourism SMME?” If they answered yes they had to indicate why and if they answered no, they had to indicate why not.

The questionnaire for the mentors was in a similar format as the one for the mentees but not all the questions were the same. The questions were structured in such a way as to get the mentors’ views on the implementation and effectiveness of the Tourism Mentorship Programme. This questionnaire was also divided into three sections, the first section covering the background information of the mentors’ business and the financial year/s that the mentors were part of the mentorship programme. The next section covered demographic details of respondents, age, race and gender of mentor. The last section consisted of 14 questions, with subsections of questions to be completed. The questionnaire consisted of a combination of close-ended questions as well as a few open-ended questions. A Yes/No answer format was used for questions 1, 3, 6, 9, 10 and 11. Questions 1, 9, 10 and 11 prompted the respondents to motivate their answers. A Yes answer in question 11 prompted the respondent to answer question 12. A Likert scale was used for questions 2, 4, 5 and 13. Questions 7, 8 and 14 consisted of open-ended questions. The 14 questions were as follows:

Question 1 was similar to question 1 in the mentees’ questionnaire where the respondent was asked to provide relevant comments & answers to the questions about the mentorship programme e.g. “Do you agree with the Mentorship period of 36 hours over a period of 6 months?” which then asked for the motivation of this answer. The mentors were also requested to complete a table with the names of their previous mentees and also the financial years of mentorship.

Question 2 was used to measure the attitude of the mentors towards their ex-mentee. Six statements regarding their mentee were made and they had to indicate on a Likert scale how they felt about the

mentees. They were also requested not to generalise the information with regard to all of their mentees, but to copy the column and complete one for each mentee.

Question 3 related to the matching process. It consisted of four subquestions where the respondent had to answer Yes or No. These are the same questions asked of the mentees. However in this case the mentors had to answer the questions regarding their mentees e.g. in subquestion 2 the mentors had to answer whether they would have preferred to be able to select their own mentees from a pool of mentees.

Question 4 related to the benefits associated with the mentorship programme and the same 15 questions described in Question 4 for the mentees were asked of the mentors. A Likert scale was used to measure the perceived benefits of the mentorship programme. The respondents had to indicate whether they strongly agreed, agreed, were uncertain, disagreed or strongly disagreed with the 15 statements.

Question 5 was used to measure the attitude of the ex-mentors towards the administration of the mentorship programme. The same 8 statements made in the mentees' questionnaires regarding the administration of the programme plus one extra question regarding the approachability of TEP staff were made on the mentors' questionnaires and they had to indicate on a Likert scale how they felt about the statement – excellent, good, average or poor.

Question 6 was the same as Question 6 asked on the mentees' questionnaire and required the same simple Yes or No answer and the question related to the opportunity for mentors and mentees to get together as a group during the six months of mentoring.

Question 7 was the same question asked of the mentees but this time around the open-ended question and asked the respondents what challenges they had experienced with the Tourism Mentorship Programme, this time around from the mentors' perception.

Question 8 was also an open-ended question and asked the respondents what suggestions they had to improve the implementation of the Tourism Mentorship Programme.

Question 9 required a simple Yes or No answer and the question was "Would you recommend the Tourism Mentorship Programme to other potential mentors/mentees?" If they answered yes they had to indicate why and if they answered no, they had to indicate why not.

Question 10 asked the mentors whether they thought that being part of the TMP had contributed to the growth of their business and or personal growth and required a Yes or No answer. If they answered yes they had to indicate why and if they answered no, they had to indicate why not.

Question 11 required a simple Yes or No answer and asked the mentors whether they still had contact with their ex-mentees.

Question 12 is a follow-up to Question 11. If the mentors answered Yes to Question 11, they had to indicate in this question how regular the contact was.

Question 13 listed the five different implementation methods since the inception of the TMP and the mentors had to indicate which implementation method of the TMP was the best so far in their view.

Question 14 was an open-ended question and the mentors were asked to provide any additional comments not covered in the questionnaire.

4.4 SAMPLING METHODS

The researcher used non-probability sampling in her selection of Interviewee number 1 of Anix Trading, Interviewee number 2 of Kiara Consulting, Interviewee number 3 from TEP and Interviewee number 4 from DEDAT. She conducted the four semi-structured interviews in line with Welman, Kruger and Mitchell (2012:204) who state that “the qualitative researcher usually obtains individuals with whom to conduct unstructured interviews or focus groups by means of purposive or snowball sampling. Therefore preference is given to individuals who on account of their position or experience have more information than the other members and/or are better able to articulate the information.”

Interviewee number 1 in his position as project manager employed by Anix Trading provided valuable information on the Tourism Mentorship Programme. Anix Trading was involved in the pilot study in 2003 and was also appointed by DEDAT as the service provider to manage the Tourism Mentorship Programme from 2004 to 2005.

Interviewee number 2 in her position as past project manager of the Mentorship programme provided detailed information on the period from 2006 to 2009 when she was appointed as a service provider to manage the Tourism Mentorship Programme.

Interviewee number 3 has been the project manager for the mentorship programme for TEP for the past four years (April 2010 to March 2014) and provided relevant information on how the project was managed from TEPs perspective.

Interviewee number 4 was responsible for DEDAT's mentees for two years (2011-2012) via the Legacy Mentorship Programme and he provided valuable information on when and how the Legacy mentorship

started as well as the processes followed during the three years such as a mentor database which assisted in the mentors' selection as well as the matching of the mentors and mentees.

The mentees' survey questionnaire was e-mailed to all ex-mentees (132 mentees) of the TMP for the period 2007-2013 of whom 46 responded. This constitutes a sample of 34,84 percent out of a sampling frame (all ex-mentees of the TMP for the period 2007-2013) of 132. The data of 2003-2006 were not readily available; therefore those mentees were not included in the sampling frame. It was also found that those mentees who were on the Tourism Mentorship programme more than 5 years ago struggled to remember all the details and left gaps in the questionnaire as they were unable to answer some of the questions. Some even indicated via e-mail that they could not remember certain information.

The mentor survey questionnaire was e-mailed to all ex-mentors (32 mentors) of the TMP for the period 2007-2013 of whom 10 responded. This constitutes a sample of 31,25 percent out of a sample frame (all ex-mentors of the TMP for the period 2007-2013) of 32. It should be added that the mentors who did respond were those that have been part of the Tourism Mentorship programme for a number of years and who had more than one mentee. The ex-mentors who did not respond only had one mentee and were only involved with the TMP for a period of six months. It was also found that that in some cases they were only employees at the business and not the business owner. They were no longer employed by the company and in some cases untraceable.

4.5 DATA ANALYSIS

The following section presents the primary and secondary data as it relates to the different objectives of the study. The data were coded, arranged into categories and themes were identified from the write-ups, the secondary data and also from the open-ended questions in the questionnaires. According to Ryan and Bernard (s.a.) "theme identification is one of the most fundamental tasks in qualitative research". Welman, Kruger and Mitchell (2012:2011) further state that "themes can be described as 'umbrella' constructs which are usually identified by the researcher before, after, and during the data collection."

The survey questionnaires obtained from the mentors and mentees were captured in two different Excel spreadsheets, analysed according to the responses, and graphs were compiled to reflect the different responses. The data generated from the questionnaires will mainly address objectives two and three and in a lesser degree objectives one and four. The questionnaire results will follow after the interview results and the mentorship exit meeting results (minutes) of the past three years and will assist with cross referencing. This sequence is repeated for each of the four objectives identified in Chapter one.

Objective One: To evaluate the various methods of delivery and implementation of the Tourism Mentorship Programme to determine the most effective method of delivery for mentorship programmes for SMME's.

The interview results below provide detailed descriptions of how the TMP was implemented during the different financial years. Followed by that is the results of the questionnaires as well as the exit meeting. These results are described in Chapter four and analysed in Chapter five.

4.5.1. Interview Results –Interviewee number 1

Interviewee number 1 was employed from 2004 to 2005 by Anix Trading to be project manager of the Tourism Mentorship Programme. Anix Trading was involved in the TMP pilot study in 2003 and was also appointed by DEDAT as the service provider to manage the Tourism Mentorship Programme for the 2004-05 and 2005-06 financial years. Interviewee number 1 was also appointed by DEDAT from 2006 to 2008 to oversee the implementation of the Tourism Mentorship Programme.

Interviewee number 1 indicated that the TMP project “relied on industry partnerships, without which it could not succeed. While DEDAT provided the infrastructure for procurement, payment and monitoring, the private sector bodies would provide the valuable expertise both within the project and as its steering committee.” He stated further that “the extent of cooperation was later formalised as the Tourism Business Forum”.

At the start of the mentorship there were no contracts signed with the mentors and mentees. The contract was between DEDAT and Anix Trading. Interviewee number 1 indicated that “in the later years, the relationships were formalised through very basic agreements which also formed the basis of mentorship themes and work plans”.

4.5.2. Interview Results –Interviewee number 2

Interviewee number 2 was the appointed project manager for the TMP for three financial years namely 2006-07, 2007-08 and 2008-09. In 2006 DEDAT appointed the company of Interviewee number 2 in partnership with a Swiss Contact. However, for the next two financial years the company of Interviewee number 2, Kiara Consulting, won the tender to manage the Tourism Mentorship Programme.

A Service Level Agreement was signed between DEDAT and Kiara Consulting. Interviewee number 2 had to deliver on certain deliverables and was paid in tranches on delivering at certain milestones and by submitting reports, invoices and evidence. She was given autonomy regarding matters such as the

selection of mentees and mentors, the matching of mentors and mentees, additional training for the mentees, the format of the orientation and exit sessions and the choice of a venue. She had to provide monthly feedback to the steering committee but she was given the opportunity to be creative as long as she delivered at the milestones.

Interviewee number 2 indicated that Kiara Consulting signed contracts with the mentors as well as with the mentees. On top of that the mentors and mentees also signed contracts between them. The period of mentorship was divided into four terms of six weeks each with a break over the high tourism season.

Interviewee number 2 stated that the training plan for the mentees was put together after the mentees had been on the TMP for a period of six weeks. The mentors had to put their mentees' needs into the first six week report. The decision on which training provider should be sourced for the mentees was based on the majority need. For example, should 10 out of 12 mentees indicate online marketing, then Interviewee number 2 would go about to appoint a service provider to conduct the additional training for the mentees. The additional training was also covered by the budget for the programme.

Interviewee number 2 said that the report writing was not an issue as the project manager had full autonomy and just had to submit the reports, invoices and evidence of deliverables by the deadlines.

4.5.3. Interview Results – Interviewee number 3

Interviewee number 3 was the TEP project manager on the TMP project for the financial years 2010-11 to 2013-14. The partnership between DEDAT and TEP started in 2008-09. At that stage the Western Cape TEP office was managed by African Equations. However, in 2009 African Equations did not win the tender to manage the TEP Western Cape Programme and the tender was won by Skylar. Interviewee number 3 was employed by Skylar.

Interviewee number 3 mentioned that the period of mentorship was six months and that the TEP mentors and mentees had to sign Service Level Agreements with TEP. The TMP orientation session was done in partnership with DEDAT. The orientation session was also used as a training opportunity for the mentees.

Interviewee number 3 said that she had challenges with some of the mentors who did not supply the reports in the correct format. She would, however, send the reports back to the mentors until they supplied it in the correct format.

4.5.4. Interview Results – Interviewee number 4

Interviewee number 4 was the administrator for the Legacy Mentorship Programme within DEDAT. The first year (2010-11) was the pilot year for the Legacy Mentorship Programme and a total of 25 mentees were mentored. In the second year (2011-12) a total of 50 mentees were mentored and during the last year (2012-13) a total of 60 mentees were mentored. These mentees were across all sectors and not just tourism businesses. During the last two years of the Legacy Mentorship, the tourism mentees were managed by part Legacy Mentorship, TED unit and TEP. This was due to an internal decision within DEDAT. 10 of the mentees on the Legacy Mentorship Programme in 2011 and 10 mentees in 2012 were tourism businesses and were counted as part of the tourism targets.

Interviewee number 4 indicated that the mentors had to sign “letters of engagement” with DEDAT. They were not allowed more than two “open” assignments at a time. The mentees signed an acceptance letter.

Interviewee number 4 stated that the Legacy mentorship programme ran for 12 weeks at a time for 32 hours which came to 2-3 hours of mentoring per week. They did not want the mentors to mentor for a long period e.g. 6 hours at a time as they believed it is not beneficial. The mentees need to have time to implement what they agreed on before the next meeting takes place. Interviewee number 4 further indicated that the mentors were appointed on a specific assignment based on the needs identified by the mentee. It therefore differed from the Tourism mentorship programme in that the TMP was for a longer period of time e.g. six months and not based on only one need identified.

According to Interviewee number 4, if a need for additional training was identified then the mentee would be referred to other bodies like the Small Enterprise Development Agency (SEDA). However, they could not for instance qualify for HR training if they had not employed any staff.

Interviewee number 4 said that the first report of the mentor was on what they would be doing (a plan). Thereafter they had to submit monthly reports which were signed by both the mentor and the mentee. This was a control mechanism instituted by the Finance Department of DEDAT. TEP did not have the same requirement which made it very difficult when TEP’s mentor reports were submitted for evidence.

4.5.5. TMP Exit meeting results

On 29 May 2014 the Tourism Mentorship Programme 2013/14 exit meeting took place. The researcher used this opportunity to get feedback regarding administration of the TMP including matching of mentor/mentees as well as successes and challenges of the TMP. At this session 12 of the 20 mentees and seven of the eight mentors were present.

The inputs during the session were recorded and detailed minutes of the session were taken. The researcher chaired the group and asked that each mentor/mentee pair focus on the following areas namely: a) successes achieved, b) challenges experienced as well as c) feedback regarding the implementation of the TMP programme. Valuable feedback was provided during this session. The minutes were thematically analysed and one of the central themes was the timing of the mentorship programme -- that six months was too short. The administration of the mentorship programme via a tender process was also criticised by all the mentors. The late start of the programme was also identified as a big issue since November/December is high season for tourism SMME's and also a busy period for the mentors.

4.5.6. Survey questionnaires results

The first part and second part of the two different questionnaires dealt with the background information and demographic details of the mentees and the mentors such as financial years involved with the Tourism Mentorship Programme, gender, age and race. The demographics is not only linked to objective one and provides an overview for the reader regarding the characteristics of the respondents.

4.5.6.1. Demographics of mentees

According to Figure 1 the majority of the mentees that responded to the questionnaire were on the mentorship programme during the 2012-13 financial years. The response rate for every year of the mentorship increased with the exception of the 2013-13 financial year. This could be attributed to the TMP exit meeting that took place on 29 May 2014. It could be that the respondents did not deem it necessary to provide feedback again so soon after the TMP exit meeting. However, the researcher also used this session to obtain feedback about their experiences while part of the TMP and has detailed notes of the mentors' and mentees' responses during this session.

According to Figure 1, the largest group of the respondents, 26,08 percent were mentees during the 2012-13 financial year; 19,56 percent were mentees during the 2011-12 financial year; 17,3 percent were mentees during the 2013-14 financial year; 17,3 percent were mentees during the 2010-11 financial year; 10,86 percent were mentees during the 2009-10 financial year and the lowest response, 8,7 percent were from mentees during the 2008-09 financial year.

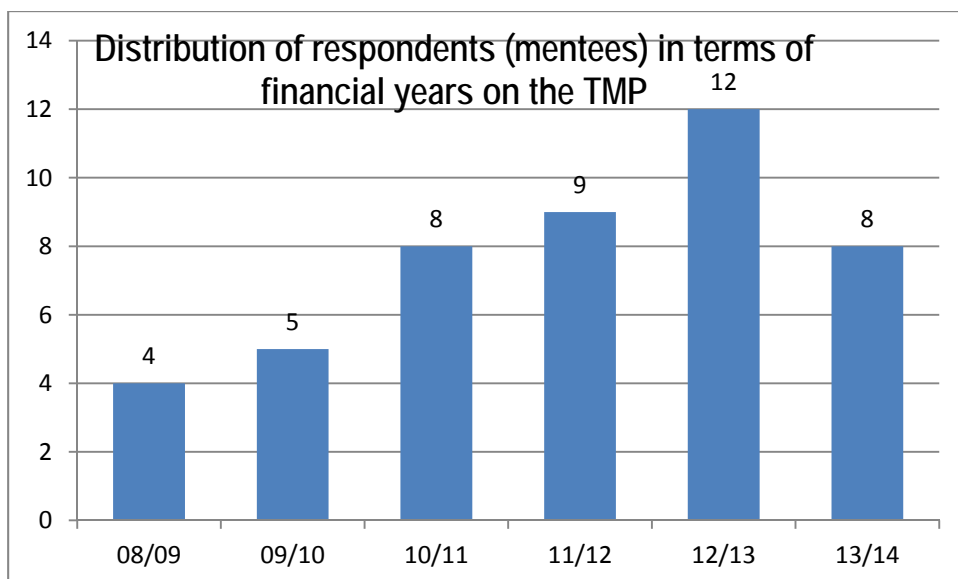


Figure 1: Distribution of respondents (mentees) in terms of financial year on the TMP

(Source: TMP mentee questionnaire, 2014)

Figure 2 below indicates the distribution of the respondents in terms of age. The majority of respondents (20) are between 46-55 years while 15 are between 35-45 years, followed by 7 in the 56-65-years age group with only two mentees older than 65 and only two mentees younger than 35. This had been the trend with tourism businesses on DEDAT's programmes and specifically the Tourism mentorship programme. It would seem that most people in the tourism industry do not start a business at a young age.

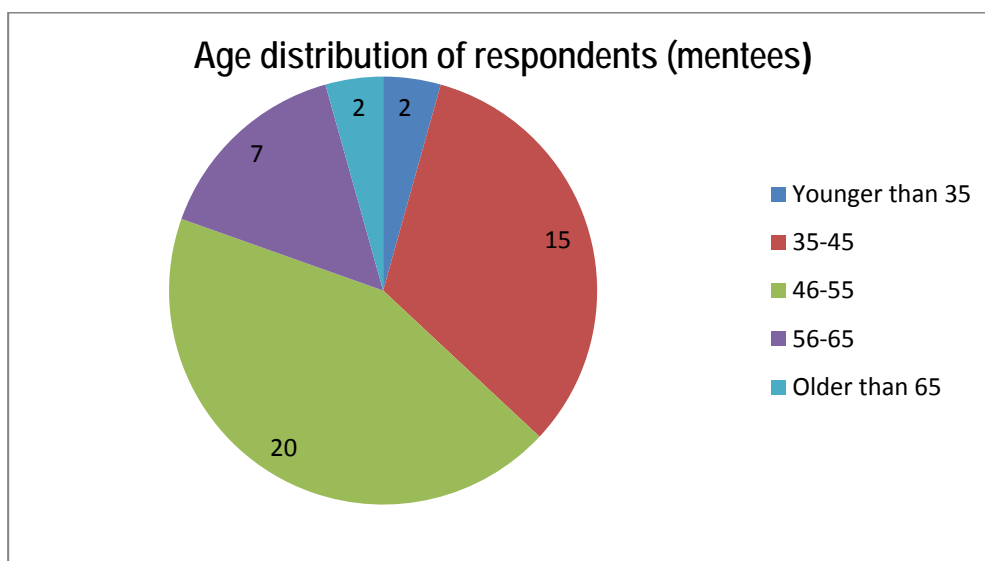


Figure 2: Age distribution of respondents (mentees)

(Source: TMP mentee questionnaire, 2014)

The demographics of respondents (mentees) were broken down in figure 3 below as follows: in terms of gender there were 16 females and 30 males. With regard to race the breakdown was: 24 Coloured, 15 White, three African and four Indian business owners as can be seen in figure 4 below. The ratio of white vs. black respondents is not a true reflection of the entire Tourism Mentorship Programme from its inception in 2004. In the years 2004 to 2007 mostly black SMME's were accepted on the mentorship programme to address the goal of transformation of the tourism industry. However, the government of the Western Cape changed in 2009 from ANC to DA. The national and provincial government focus in 2011 shifted to outcomes-based delivery. The outcomes for the programme were businesses expanded and jobs created. A few more white SMME's were allowed on the programme as long as they met all the other criteria.

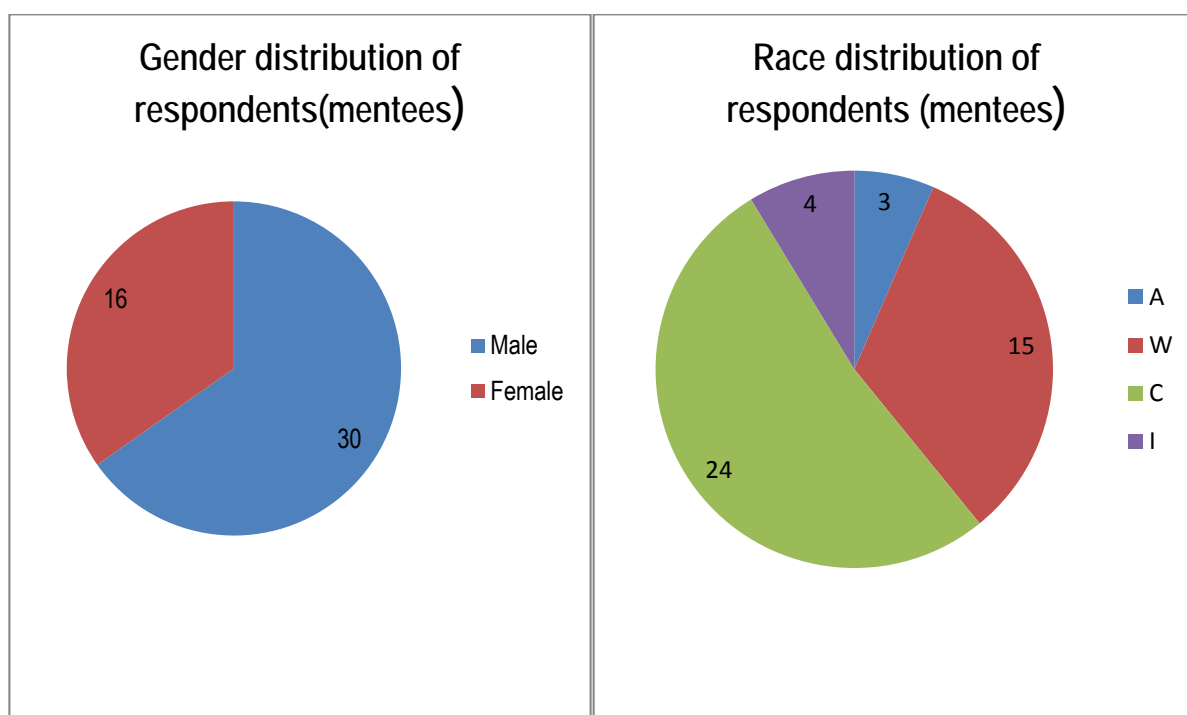


Figure 3 & 4: gender & race distribution of respondents (mentees)

(Source: TMP mentee questionnaire, 2014)

The regional spread of the mentee respondents was: 31 mentees from Cape Metropole, six mentees from the West Coast, two from the Overberg region, six from Cape Winelands and one mentee from the Eden region. The only region in the Western Cape not represented was the Central Karoo. This is due to various reasons such as lack of tourism potential in the region as well as a lack of available tourism businesses that meet the criteria of the TMP.

There were various types of tourism businesses on the Tourism mentorship programme namely: Accommodation, including B & B, guesthouses and backpackers, accommodation combined with conferencing facilities, Arts and Crafts, Tour Operators, Event organisers, Restaurant and catering and a Museum.

The mentee respondents reported the total number of years in business at the time when they were accepted as mentees on the TMP. It varied from 19 years (the longest) to one year (the shortest) with the average number of years in business equalling 5,02 years.

4.5.6.2. Demographics of mentors

The demographics of respondents (mentors) were broken down in figure 5 below as follows: in terms of gender there were 7 males and 3 females. The distribution of the respondents (mentors) in terms of race is indicated in figure 6 below. The majority of mentors were White, followed by Coloureds and one Indian.

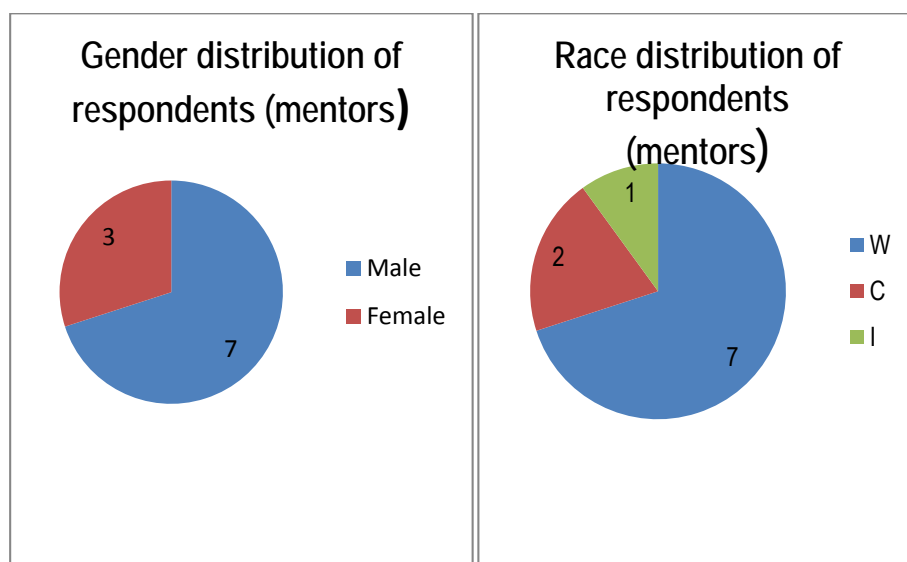


Figure 5 & 6: gender & race distribution of respondents (mentors)

(Source: TMP mentor questionnaire, 2014)

The mentors are mature business people with the mean age of 56,3 years. The oldest mentor is 71 years old and the youngest mentor is 45 years old.

The mentors' area of expertise is vast and includes tour operators, hoteliers, a restaurateur, an event organiser, financial and business managers, etc. Most of the mentors have their own businesses. The mentors that were employed by a company did not do very well and would only last for one mentoring season.

With regard to objective one, the mentees' questionnaire did not cover a pertinent question regarding methods of delivery and implementation of the Tourism Mentorship Programme, the reason being that the mentees are only on the Tourism Mentorship Programme for one financial year and would not be able to compare the different delivery methods. However, they did comment on the open-ended questions where valuable information was obtained which will be shared in the chapter which covers the findings of the study.

The mentors' question 13 specifically asked the mentors to indicate the best implementation method of the Tourism Mentorship Programme since the inception of the Programme. Figure 7 below indicates the overall responses of the mentors to Question 13. The majority of the mentors indicated that they preferred the partnership between DEDAT and TEP. This is despite all the negative comments regarding the administrative problems. It could be that the mentors value this partnership as some mentors are service providers on both sides. It should also be added that four of the 10 mentor respondents selected more than one option to this question in the questionnaire. Therefore the results in the figure below are broken up in percentages rather than numbers.

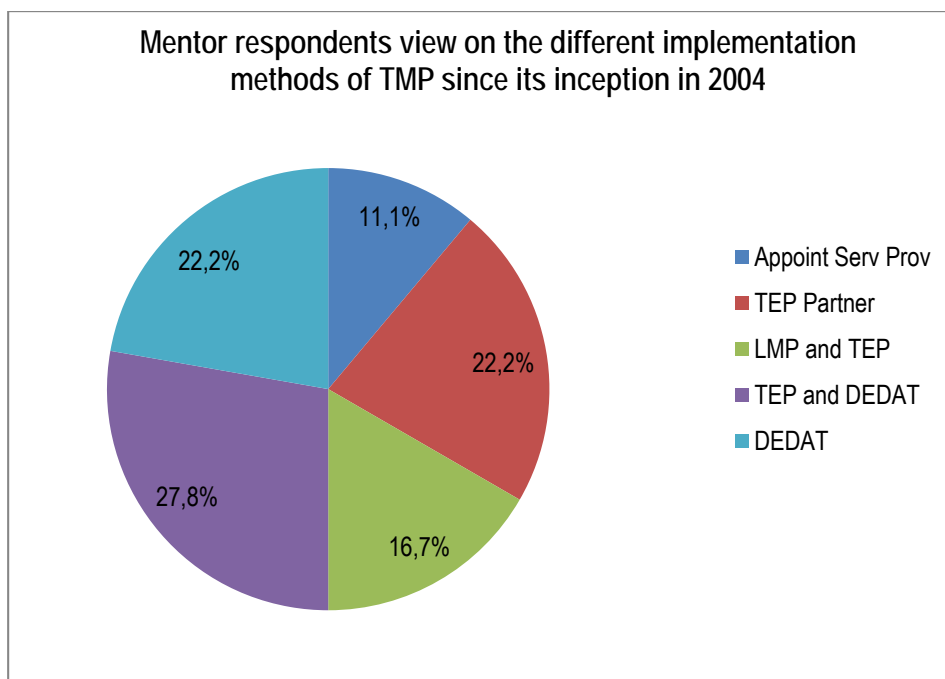


Figure 7: Mentor respondents' views on the different implementation methods of TMP since its inception in 2004

(Source: TMP mentor questionnaire, 2014)

Objective Two: To analyse the implementation of the Tourism Mentorship Programme which includes the selection of mentors and mentees, the matching of mentors and mentees, the mentorship roll-out and the support offered by the staff and mentors of the programme as opposed to the expectations of the mentees.

4.5.7. Interview Results – Interviewee number 1 to 4

Each interviewee had an opportunity to indicate how the TMP was rolled out during the years while they were the project manager of the TMP. Each interviewee's responses were captured under the headings below and then related back to Objective 2.

Interviewee number 1 as the project manager for the TMP for financial years 2004-05, 2005-06 and the DEDAT project manager for 2006-08 specified how the TMP was rolled out during those financial years. Interviewee number 2 as the appointed project manager for the TMP for three financial years namely 2006-07, 2007-08 and 2008-09 provided detailed information how the TMP was implemented during those financial years. Interviewee number 3 as the TEP project manager for the TMP for four financial

years, namely 2010-11, 2011-12, 2012-13 and 2013-14 indicated how the Tourism Mentorship Programme was implemented during the mentioned financial years. Interviewee number 4 as the appointed administrator in DEDAT for the Legacy Mentorship Programme for three financial years namely 2010-11, 2011-12 and 2012-13 provided an overview of how the Mentorship Programme was implemented during those financial years.

- **Selection process mentors**

Interviewee number 1 indicated that mentors were nominated or volunteered from industry bodies such as SATSA, Fedhasa, etc. and screened according to their experience.

Interviewee number 2 stated that the mentors were chosen from organisations like Fedhasa and SATSA which was a similar process to that employed by the previous project manager. Each year she would go to these organisations and present the TMP to them. She would ask for willing mentors who had time available for 24 weeks – four terms of 6 weeks. The potential mentors were also advised that they would not be paid a lot of money. They were paid a nominal fee just to cover their petrol costs. They also had to indicate their area of specialisation e.g. tour operator – they were required to have a good understanding of the specific area.

Interviewee number 3 said that the mentors were selected from referrals or TEP staff met them at networking sessions. They would then ask for their CV's and would send the CV's to TEP Head Office for approval.

Interviewee number 4 indicated that the mentors had to submit application forms indicating their strengths and skills with supporting documents to be evaluated as suitable mentors. If they made the functionality threshold then they were added to a database. According to Interviewee number 4, the database was developed to comply with procurement tender processes. It was to comply with the principles of transparency, fairness and to rotate mentors. The database was updated every 6 months by means of advertising for more potential mentors. The database was also developed as a means to match the expertise of the mentor with the needs of the mentee.

The different project managers indicated different methods of selecting mentors – Interviewees 1 and 2 approached industry bodies like FEDHASA and SATSA for suitable mentors. Interviewee 3 from TEP met potential mentors at networking functions and asked them for CV's and Interviewee 4 from DEDAT indicated that mentors had to apply through a tender process to be added to a database.

- **Selection process mentees**

Interviewee number 1 confirmed the process of selection of mentees as the following: the mentees were selected from emerging tourism enterprises in the beginning, later as graduates of the TBMP. The TMP formed the last leg of DEDAT's Tiered Support system of tourism enterprise development.

Interviewee number 2 said that the mentees were mostly taken from the Tourism Enterprise Development Tiered Support strategy – those that had successfully gone through the different Business Skills Training programmes. Before the start of the mentorship she would meet the appointed DEDAT project manager for the Tourism Business Management Programme. They would then go through the list of tourism SMME's and select those that were eligible for mentorship. This was subject to a site visit. Interviewee number 2 would visit each mentee and do needs assessments.

Interviewee number 3 indicated that the tourism SMME's that were registered on the TEP database who met the criteria for mentorship were sent application forms. They were then selected on the basis of how long they had been with TEP and also on the TEP interventions/opportunities that they were part of.

Interviewee number 4 mentioned that the mentees were selected through the RED (Real Enterprise Development) Door programme. The RED Door was an enterprise development programme which ran from 2006 to 2010 implemented by DEDAT supporting Small Businesses. The mentees had to complete application forms and had to indicate their weaknesses or areas of development.

As can be seen from the four Interviewees' responses above, the SMME's for the TMP were all selected through other training programmes they had attended or on an application basis. The site visits to determine suitable mentees were, however, not consistently applied by the different project managers.

- **Matching of mentors and mentees**

Interviewee number 1 indicated that mentor/mentee "pairs were matched based on the nature of their business/business experience". A hospitality-based mentor would be matched to an emerging accommodation facility.

Interviewee number 2 took the needs analysis into account when she searched for mentors. She would match the mentors and mentees according to the type of needs the mentee had e.g. lacking tour-operating or financial management skills. She indicated that the correct matching of the mentors and mentees was very important. In the case where the mentors and mentees were matched properly they benefited a lot from the mentorship. In the cases where they were badly matched it led to a mentorship that did not work. She said this was mostly due to dishonesty of mentees. If the mentees were honest

about their businesses and were open about the financials of their businesses they usually learned a lot and the mentorship was successful.

Interviewee number 3 mentioned that TEP would complete a “Development needs analysis” (DNA). The mentees would be matched according to their needs and the experience of the mentor.

According to Interviewee number 4 an independent service provider was appointed to do an onsite assessment of all the mentees selected for the Legacy Mentorship Programme. Interviewee number 4 further explained that the mentees and mentors were matched on the basis of the skills of the mentor and the gap identified by the mentees and the online assessment tool. The contact details of the top three mentors were provided to the mentee. The mentee could then contact the potential mentors, ask for their profiles and then select a suitable mentor. They had 10 working days to work through the profiles and make a selection.

Although different methods were described by the different project managers to match the mentors and mentees, the common factors were the matching according to the needs of the mentee and the skills of the mentor.

- **TMP Orientation session (mentorship rollout)**

According to Interviewee number 1 the TMP orientation session “was never much more than an introductory event”. The onus remained on the pairs to make the most of their relationships.

Interviewee number 2 said that the service providers (mentors) indicated that it was necessary to have an orientation session. Interviewee number 2 received payment from DEDAT for the session as part of the budget and she was given autonomy by DEDAT on matters such as the format of the session and to choose a venue, also to appoint a professional service provider to facilitate the session and conduct a “marriage” between the mentors and mentees.

Interviewee number 3 confirmed that the orientation session was planned in partnership with DEDAT. The orientation session was also used as a training opportunity for the mentees.

Interviewee number 4 indicated that the Legacy Mentorship does not have an orientation session due to the staggered starts of the different mentorship assignments. Therefore the TED unit organised the orientation session but only invited the 10 legacy mentees that were part of the Tourism mentorship programme as well as the 10 TEP mentees and their mentors. Interviewee number 4 did, however, indicate that the Enterprise Development unit within DEDAT will run a mentorship programme again and will then look into the possibility of an orientation session.

The different interviewees had different views regarding the TMP rollout/orientation session. Interviewee 1 was of the opinion that it was nothing more than an introductory event. The other interviewees indicated that it was important for mentors and mentees to meet each other as well as the other mentors and mentees that was part of the group. Interviewee 2 indicated that a “marriage took place” and Interviewee 3 that the orientation session was also used as a training session regarding the details of the mentorship programme from what to expect up to the closure of the programme.

- **TMP Exit session**

Interviewee number 1 mentioned that the TMP exit session was an event that highlighted some of the successes that pairs had achieved.

.Interviewee number 2 indicated that all the mentors and mentees were given an opportunity to provide feedback at the exit session. Interviewee number 2 received payment from DEDAT for the exit session as part of the budget and was given autonomy regarding matters such as the format of the session and to choose a venue. She would then choose one of the strong mentees’ businesses to host the mentorship exit session mentorship. The other mentees would learn a lot from this mentee and they also had an example of a successful business to aspire to.

Interviewee number 3 mentioned that the TMP exit session was done in partnership with DEDAT as well and that it worked well.

Interviewee number 4 also indicated that the Legacy mentorship programme does not have an exit meeting. Therefore the TED unit organised the exit session but only invited the 10 legacy mentees that were part of the Tourism mentorship programme as well as the 10 TEP mentees and their mentors.

All four interviewees agreed that the TMP exit session worked well and served the purpose of gaining valuable feedback regarding the successes and challenges of the programme. This feedback was used to attempt to improve on the TMP for the next financial year.

4.5.8. TMP Exit meeting results

During the exit session the mentees indicated no challenges regarding the selection of mentors or mentees or the matching process. However the mentors raised concerns regarding the lengthy tender process and all the paperwork that needed to be completed. Most of the mentees gave excellent feedback about their mentors. One mentee even believed that the “weakness of the programme is that it makes the mentee to rely on the mentor a lot.”

4.5.9. Survey questionnaires results

The majority of the mentee respondents (61,53%) indicated that they did not agree that the Mentorship period should be for a period of 6 months. In the follow-up question where they were asked how long the mentorship period should be, all of the 61,53% respondents indicated more than 6 months, with the majority who indicated up to 12 months with one respondent that suggested 18 months of mentoring.

The majority of mentor respondents (8 of the 10) also indicated that they do not agree with 6 months of mentoring. In the follow up-question all of the 8 respondents indicated more than 6 months of mentorship, with the majority who indicated up to 12 months with one mentor that suggested two years of mentoring.

The second question in the mentees' questionnaire pertained to the attitude of the mentors towards their ex-mentees. The results are indicated in the table below.

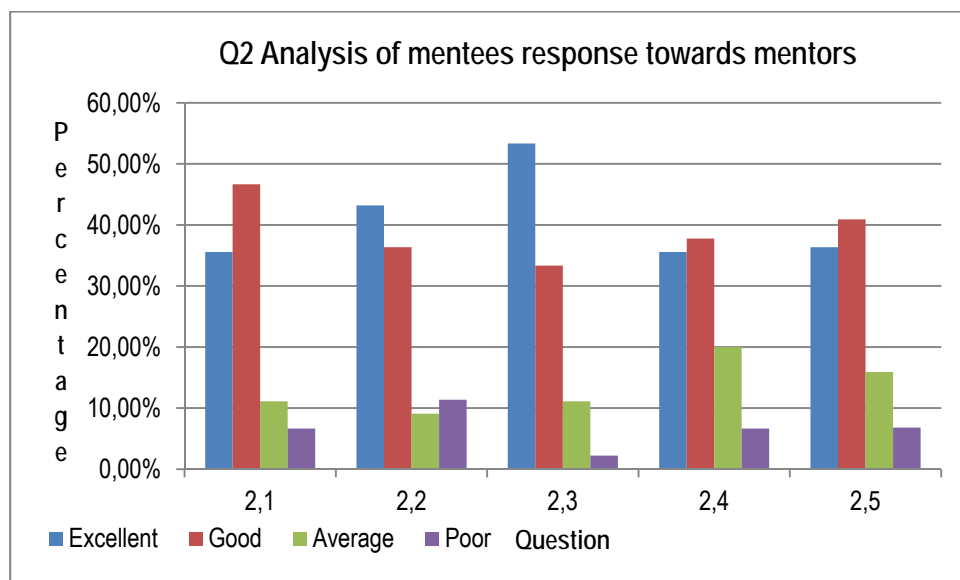


Figure 8: Analysis of mentees' response towards mentors

(Source: TMP mentee questionnaire, 2014)

The majority of the mentees felt positive about their mentors and answered either that they felt good or excellent about the statement about their mentors:

Question 2.1: General mentoring skills of mentor (35,56% Excellent and 46,66% Good) – total 82,22% positive.

Question 2.2: Availability of mentor to meet with mentee (43,18% Excellent and 36,36% Good) – total 79,55% positive.

Question 2.3: Mentor's approachability to the mentee (53,33% Excellent and 33,33% Good) – total 86,66% positive.

Question 2.4: The degree to which the mentor's skills matched my needs (35,55 Excellent and 37,77% Good) – total 73,33 positive.

Question 2.5: General satisfaction with mentor (36,36% Excellent and 40,90 Good) – total 77,27% positive.

The third question on the mentor's questionnaire measured the satisfaction of the mentor with the mentee in terms of a few statements. The 10 mentors reported about 30 mentees in total; hence the results are indicated in percentages. The results are indicated in the table below:

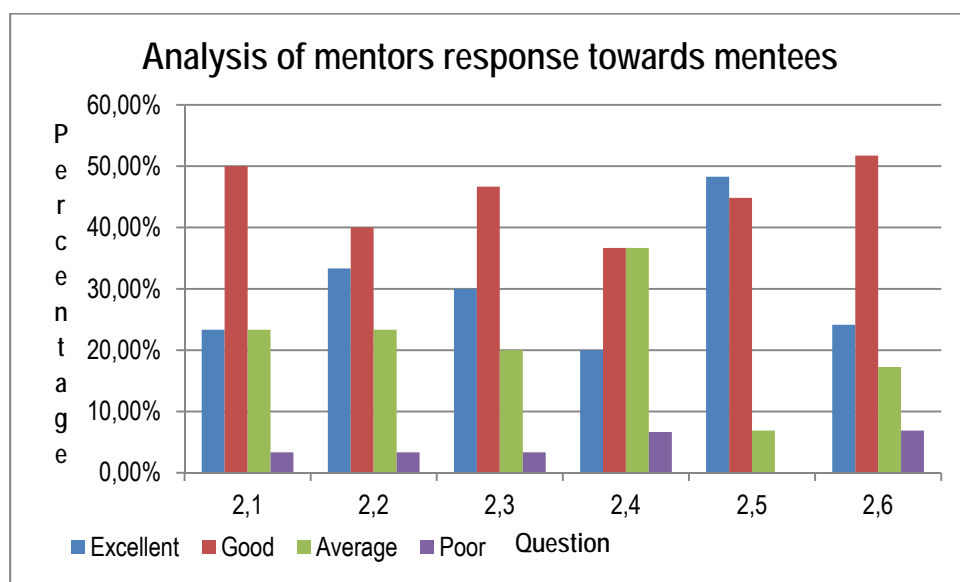


Figure 9: Analysis of mentors' response towards mentees

(Source: TMP mentor questionnaire, 2014)

Question 3.1: General business skills of mentee (23,33% Excellent and 50% Good) – total 73,33% positive.

Question 3.2: Availability of mentee to meet with mentor (33,33% Excellent and 40 % Good) – total 73,33% positive.

Question 3.3: The mentees knowledge and insight about their own business (30 % Excellent and 46,67% Good) – total 76,67 % positive.

Question 3.4: The mentees honesty and transparency about their own business (20 % Excellent and 36,67 % Good) – total 56,67 % positive.

Question 3.5: The degree to which your skills matched the mentee's needs (48,28 % Excellent and 44 % Good) – total 92,28 % positive.

Question 3.6: General satisfaction with mentees progress (24,14 % Excellent and 51,72 % Good) – total 75.86 % positive.

Question 3 in the mentees' and question 4 in the mentors' questionnaire pertained to the matching process and required Yes or No answers. Figures 9 and 10 below indicate the overall responses to all four questions in the mentee and mentor questionnaire. The four questions were the same in both questionnaires except for question 3.2 where the mentors were asked whether they would prefer to select their own mentee from a pool of mentees. The mentees were asked whether they would prefer to select their own mentor from a pool of mentors.

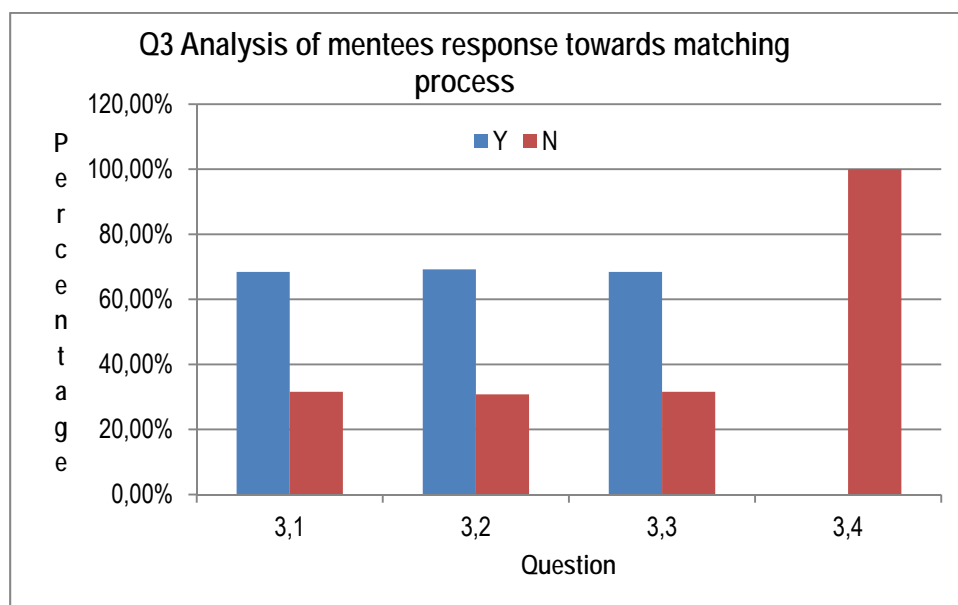


Figure 10: Analysis of mentees' response towards matching process

(Source: TMP mentee questionnaire, 2014)

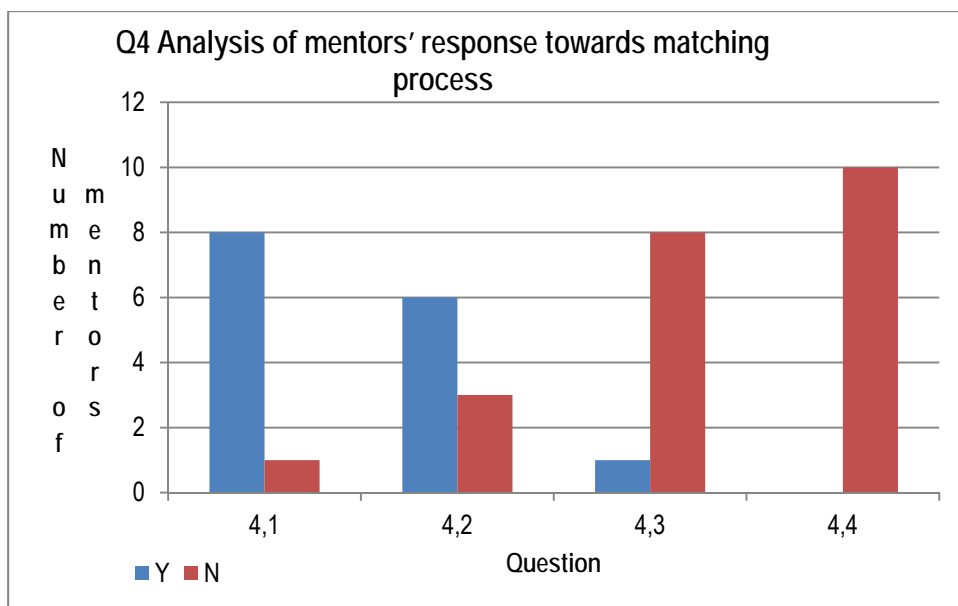


Figure 11: Analysis of mentors' response towards matching process

(Source: TMP mentee questionnaire, 2014)

The results of the four subquestions under question 3 were as follows:

Question 3.1: 68,42% of the mentee respondents and 8 out of the 9 mentor respondents indicated that they were satisfied with the matching process.

Question 3.2: 69,23% of the mentee respondents and 6 out of the 9 mentor respondents indicated that they would have preferred to be able to select their own mentor from a pool of mentors/mentees.

Question 3.3: In this question it is interesting to note that 68,42 % of the mentee respondents thought that it is important that the mentor has the same type of business as the mentee but only 1 of the 9 mentor respondents felt that it is important.

Question 3.4: There were no Yes responses to this question therefore it can be assumed that language was not a barrier during the mentoring process.

Question 4 in the mentees' questionnaire and question 5 in the mentors' questionnaire asked the mentors and mentees to rate the administration of the programme. The results shown in Figures 12 and 13 indicate the overall responses to all eight subquestions.

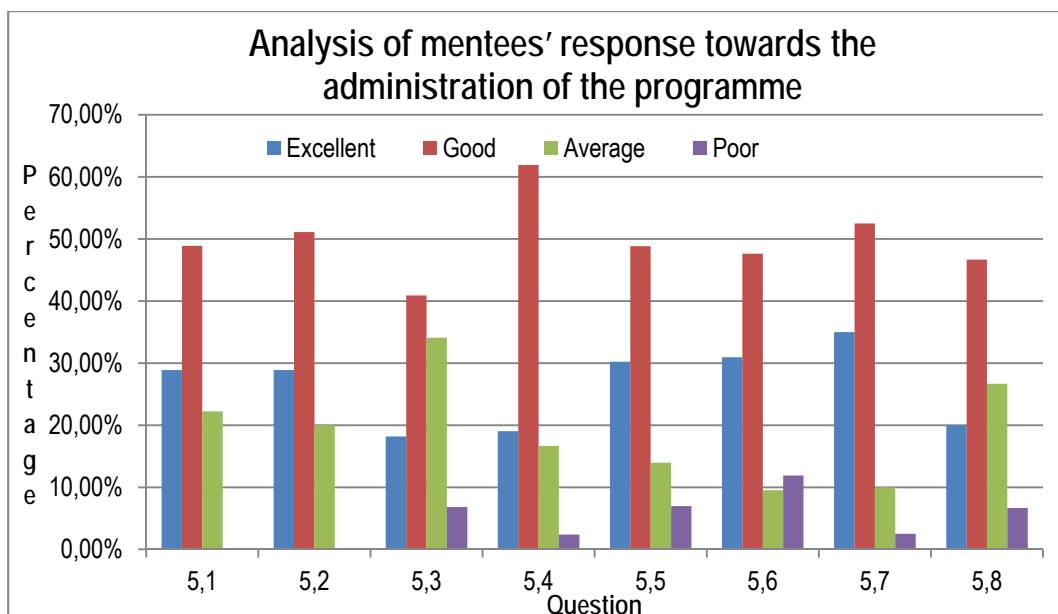


Figure 12: Analysis of mentees' response towards the administration of the programme

(Source: TMP mentee questionnaire, 2014)

The figure above is broken down in the table below.

	Mentees response towards the administration of the Tourism Mentorship Programme	Excellent	Good	Average	Poor
1	Awareness of the Tourism Mentorship Programme	28.89%	48.89%	22.22%	0.00%
2	Application process	28.89%	51.11%	20.00%	0.00%
3	Selection of mentors	18.18%	40.91%	34.09%	6.82%
4	Selection of mentees	19.05%	61.90%	16.67%	2.38%
5	Orientation session	30.23%	48.84%	13.95%	6.98%
6	Exit session	30.95%	47.62%	9.52%	11.90%
7	Approachability of DEDAT staff	35.00%	52.50%	10.00%	2.50%
8	Approachability of appointed project manager e.g. Birungi, Proserv etc. (if applicable)	20.00%	46.67%	26.67%	6.67%

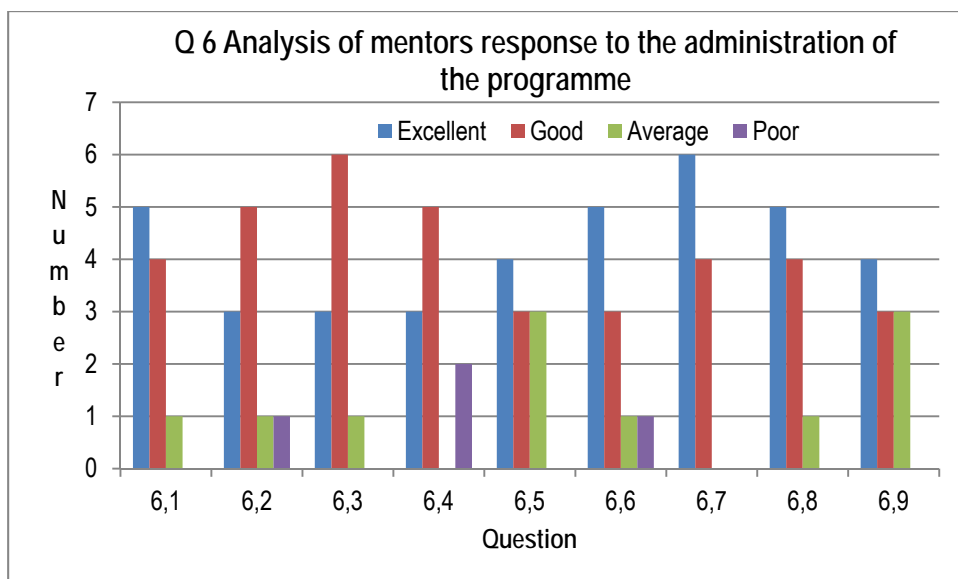


Figure 13: Analysis of mentors' response to the administration of the programme

(Source: TMP mentor questionnaire, 2014)

The figure above is broken down in the table below.

	Mentors response towards the Administration of the TMP	Excellent	Good	Average	Poor
1	Awareness of the Tourism Mentorship Programme	5	4	1	0
2	Application process	3	5	1	1
3	Selection of mentors	3	6	1	0
4	Selection of mentees	3	5	0	2
5	Orientation session	4	3	3	0
6	Exit session	5	3	1	1
7	Approachability of DEDAT staff	6	4	0	0
8	Approachability of TEP staff	5	4	1	0
9	Approachability of appointed project manager e.g. Birungi, Proserv etc. (if applicable)	4	3	3	0

The Excellent and Good answers were combined for the results. The results of the 8 subquestions (mentees) and 9 subquestions (mentors) under question 6 for mentors and question 5 for mentees therefore were:

Question 5.1 Awareness of the Tourism Mentorship Programme (77.78% of the mentees and 9 of the 10 mentors).

Question 5.2 Application process (80% of the mentees and 8 of the 10 mentors).

Question 5.3 Selection of mentors (59.09% of the mentees and 9 of the 10 mentors).

Question 5.4 Selection of mentees (80.95% of the mentees and 8 of the 10 mentors).

Question 5.5 Orientation session (79.07% of the mentees and 7 of the 10 mentors).

Question 5.6 Exit session (78.57% of the mentees and 8 of the 10 mentors).

Question 5.7 Approachability of DEDAT staff (87.50% of the mentees and 10 of the 10 mentors).

Question 5.8 Approachability of TEP staff (9 of the 10 mentors).

Question 5.8 & 5.9 Approachability of appointed project manager e.g. Birungi, Proserv etc. (if applicable) (66.67% of the mentees and 7 of the 10 mentors).

Question 6 in both the mentor and mentee questionnaires related to the opportunity of mentors and mentees to get together besides the orientation and exit sessions. In both questionnaires 90, 69 % of the mentee respondents and 9 of the 10 mentor respondents indicated that they feel that there should be another session halfway through the mentoring programme where mentors and mentees get together and talk about challenges and network. However, this question was afterwards identified as a possible leading question (unintentional) and the results are therefore not conclusive.

Objective Three: To assess the benefits associated with the programme for both mentors and mentees.

4.5.10. Interview Results – Interviewee number 1 to 4

The Interviewees were asked to indicate the successes and/or benefits associated with the TMP and also to indicate the challenges they experienced while being a project manager for the TMP. Their responses are captured below:

- **Successes**

During the period 2004-2005 and 2006-2009 when Interviewee 1 and Interviewee 2 were responsible for the project management of the TMP, the programme was not expected to deliver on outcomes yet e.g. jobs created and business expanded. The only mandate was the transformation of the tourism industry hence the selection of mostly black-owned businesses for those few financial years. They did however indicate some successes and challenges of the programme.

Interviewee number 1 mentioned that “several of the emerging enterprises went on to grow their businesses with the momentum gained from the TMP and TBMP. In later years, some previous mentees become mentors themselves.”

Interviewee number 2 furthermore indicated that the mentees that were honest and enthusiastic about their businesses and about the TMP learned a lot and had grown their business. Examples mentioned by Interviewee number 2 were M’hudi Wines, African Kaleidoscope and Southern Cross Conferences.

Interviewee number 3 mentioned that the benefits would result out of the partnership with DEDAT and TEP.

During the period 2011-2013 when Interviewee number 4 was responsible for the administration of the Legacy Mentorship Programme, DEDAT just started to add outcomes to the APP targets. He further mentioned that success was difficult to measure due to lack of baseline data. He mentioned that their unit is now looking for ways to measure success.

- **Challenges**

Interviewee number 1 said that “we found that very few emerging businesses placed a high value on training and mentorship, placing much more emphasis on grants and funding. While agencies did exist to provide this, many small businesses were reluctant to go to the effort to access these. Some of those businesses no longer exist.”

Interviewee number 2 stated that the challenges were that some mentees did not want to share crucial information like finances regarding their businesses with their mentor. Since there was a lack of trust and honesty in these cases it often led to a failed mentorship and in some cases failed businesses. Once such example was of a “very arrogant business person that thought that he knew more than his mentor”. Unfortunately he also did not come through the ranks of the Tiered support structure but were brought into the TMP because he met the demographic profile of the ideal mentee. Interviewee number 2 also mentioned that some of the mentees’ businesses that did not grow their businesses were just in it for free training and opportunities but not for the correct reasons. She found that if the mentee’s attitude was not positive then it also often led to low commitment and ultimately failed mentorship.

Interviewee number 3 mentioned that “the main challenge was the short period of 6 months for the mentorship programme. Also the timing – late start due to DEDAT RED tape.” She also mentioned some mentors that were not up to standard but they would then not be used the next year.

Interviewee number 4 elaborated on the procurement processes within DEDAT and indicated that it was very challenging. Every six months the database had to be updated for transparency and rotational reasons. The unit advertised for new mentors and then the applications had to be evaluated. The evaluation process took about 2-3 days - that was if all the evaluation committee members were available. The process had then to be repeated in a few months' time. Interviewee number 4 further indicated that the targets that had to be met were also a challenge. Success was difficult to measure due to the lack of baseline data. A business declaration and financial statements as part of the criteria would have been a better option. Another challenge was that the mentors indicated that they were specialist in everything. Mentors did not want to narrow down their strengths as probably they thought it would limit their chances of being matched.

4.5.11. TMP Exit meetings results

One of the central benefits that emerged during the exit session was the networking opportunities created – between mentees and between mentees and mentors. Some mentees also indicated that their mentors had “introduced them to new contacts in the industry”. Other indicated that they had “extended their networks”, the mentorship programme had brought mentees “closer to each other and they were now helping each other.”

4.5.12. Survey questionnaires results

Question 4 with 15 subquestions was added to both the mentors and mentees questionnaires specifically to assess the benefits associated with the Tourism Mentorship Programme.

Figure 14 below indicates the overall response to all 15 subquestions as answered by the mentee respondents and figure 15 below indicates the overall response to all 15 subquestions as answered by the mentor respondents.

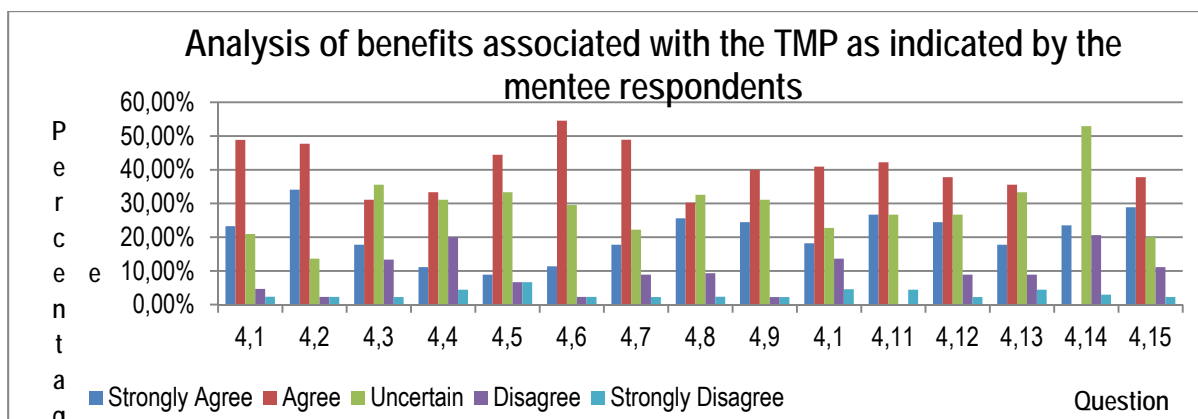


Figure 14: Analysis of benefits associated with the TMP as indicated by the mentee respondents

(Source: TMP mentee questionnaire, 2014)

The figure above is broken down in the table below.

	Benefits associated with the Tourism Mentorship Programme as indicated by the mentee respondents	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
1	Growth of business	23.26%	48.84%	20.93%	4.65%	2.33%
2	Developed new ideas with mentor	34.09%	47.73%	13.64%	2.27%	2.27%
3	Increase in turnover	17.78%	31.11%	35.56%	13.33%	2.22%
4	Increase in staff employed	11.11%	33.33%	31.11%	20.00%	4.44%
5	Improvement in HR compliance	8.89%	44.44%	33.33%	6.67%	6.67%
6	Increase in awareness of target market.	11.36%	54.55%	29.55%	2.27%	2.27%
7	Marketing plan/strategy developed and implemented	17.78%	48.89%	22.22%	8.89%	2.22%
8	Market positioning strengthened.	25.58%	30.23%	32.56%	9.30%	2.33%
9	Increase in financial management skills	24.44%	40.00%	31.11%	2.22%	2.22%
10	Business plan developed	18.18%	40.91%	22.73%	13.64%	4.55%
11	Increase in business confidence	26.67%	42.22%	26.67%	0.00%	4.44%
12	Increase in networks	24.44%	37.78%	26.67%	8.89%	2.22%
13	Increase in profitability	17.78%	35.56%	33.33%	8.89%	4.44%
14	Expansion strategy implemented	23.53%	0.00%	52.94%	20.59%	2.94%
15	Improvements in operations of my business	28.89%	37.78%	20.00%	11.11%	2.22%

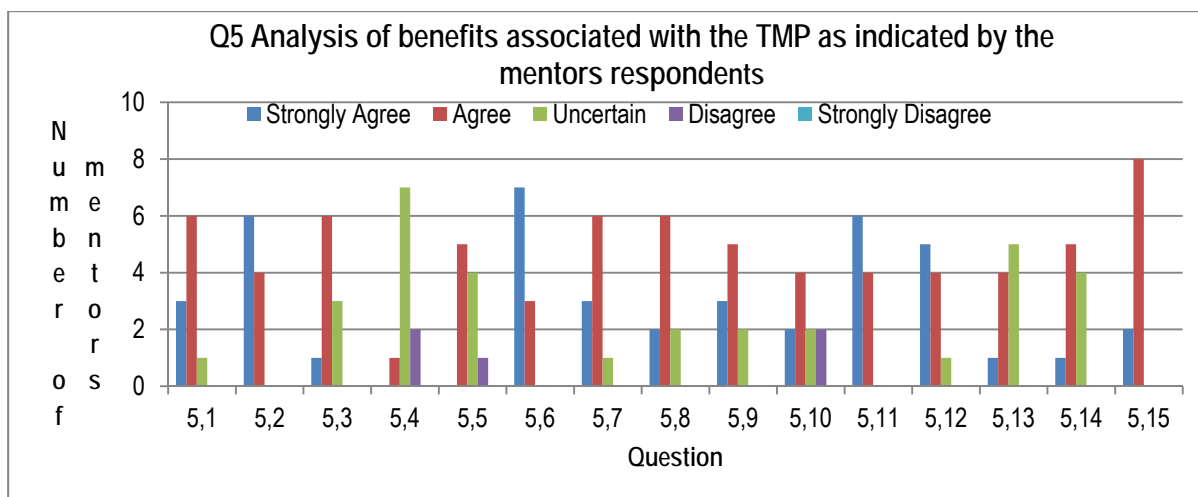


Figure 15: Analysis of benefits associated with the TMP as indicated by the mentor respondents

(Source: TMP mentor questionnaire, 2014)

The figure above is broken down in the table below:

	Benefits of the Tourism Mentorship Programme as indicated by the mentor respondents	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
1	Growth of business	3	6	1	0	0
2	Developed new ideas with mentor	6	4	0	0	0
3	Increase in turnover	1	6	3	0	0
4	Increase in staff employed	0	1	7	2	0
5	Improvement in HR compliance	0	5	4	1	0
6	Increase in awareness of target market.	7	3	0	0	0
7	Marketing plan/strategy developed and implemented	3	6	1	0	0
8	Market positioning strengthened.	2	6	2	0	0
9	Increase in financial management skills	3	5	2	0	0
10	Business plan developed	2	4	2	2	0
11	Increase in business confidence	6	4	0	0	0
12	Increase in networks	5	4	1	0	0
13	Increase in profitability	1	4	5	0	0
14	Expansion strategy implemented	1	5	4	0	0
15	Improvements in operations of business	2	8	0	0	0

In terms of the benefits associated with the TMP many respondents agreed or strongly agreed with the following statements in questions:

Question 4.1 - Growth of business (72.09% mentees agreed and 9 of the 10 mentor respondents agreed).

Question 4.2 - Developed new ideas with mentor (81.82% mentees agreed and 10 of the 10 mentor respondents agreed).

Question 4.3 - Increase in turnover (48.89% mentees and 7 of the 10 mentor respondents agreed).

Question 4.5 - Improvement in HR compliance (53.33% agreed and 5 of the 10 mentor respondents agreed).

Question 4.6 - Increase in awareness of target market (65.91% agreed and 10 of the 10 mentor respondents agreed).

Question 4.7 - Marketing plan/strategy developed and implemented (66.67% agreed and 9 of the 10 mentor respondents agreed).

Question 4.8 - Market positioning strengthened (55.81% agreed and 8 of the 10 mentor respondents agreed).

Question 4.9 - Increase in financial management skills (64.44% agreed and 8 of the 10 mentor respondents agreed).

Question 4.10 - Business plan developed (59.09% agreed and 6 of the 10 mentor respondents agreed).

Question 4.11 - Increase in business confidence (68.89% agreed and 10 of the 10 mentor respondents agreed).

Question 4.12 - Increase in networks (62.22% agreed and 9 of the 10 mentor respondents agreed).

Question 4.13 - Increase in profitability (53.33% agreed and 5 of the 10 mentor respondents agreed).

Question 4.15 - Improvements in operations of my business (66.67% and 10 of the 10 mentor respondents agreed).

The majority of the mentee respondents did not agree to Question 4.3, 4.4 and 4.14. and the majority mentee and mentor respondents did not agree with Question 4.4. The rest of the respondents either felt uncertain about the statement or did not agree with the statement.

Question 4.4- Increase in staff employed (44.44% and 1 of the 10 mentor respondents agreed).

Question 4.14 - Expansion strategy implemented (23.53% agreed and 6 of the 10 mentor respondents agreed).

Question 9 in both the mentor and mentee questionnaire asked whether they would recommend the Tourism Mentorship programme to other SMME's (potential mentees) and mentors. 100 % of the mentee respondents answered yes to this question and 100 % of the mentor respondent answered yes to this question. The motivation ranged from helpful (20) to learning process (9), networking and good opportunity for growth.

Question 10 in both mentee and mentor questionnaire asked whether they thought that being part of the Tourism Mentorship Programme had contributed to the growth of their business/ personal growth. 58,33% of the mentee respondents answered yes to this question and 100 % of the mentors answered yes to this question. The motivation ranged from re-think own business, knowledge, helps in own business, experience, generate income.

Question 11 in both questionnaires asked whether the mentees still have contact with their mentors and the mentors were asked whether they still have contact with their ex-mentees. 50 % of the mentee respondents answered yes to this question and 90 % of the mentor respondents answered positively that they still have contact with their ex-mentees.

Objective Four: To provide recommendations for improvements in the implementation of the mentorship programme.

4.5.13. Interview Results – Interviewee number 1 to 4

Interviewee number 1 indicated that “transformation in and of itself is a narrow goal and does little to raise the quality levels of the industry at large. Instead, transformation goals should be grouped with general initiatives to uplift the tourism industry at large and where these goals will be achieved incidentally and not as a primary concern. Where the TMP might have started as White skills transferring to Black business, it later grew beyond that. Standards, quality and value for money as industry drivers have no inherent colour, culture or background and mentorship pairs who based their experience purely on good business practise saw the greatest successes both in and out of the programme.”

Interviewee number 2 could not really suggest any improvements on the implementation of the TMP (based on how she knew the programme five years ago). She did complement DEDAT and said that she appreciated that she had full autonomy to run the project. She said that she was even reminded to submit

her invoices so that she could get paid. She had budget to deliver on all the deliverables. She also said that it was easy to be creative as in the choice of activities and venues. The correct choice of venues enhanced the learning process of the mentees. She further mentioned that the Tourism Mentorship Programme was at the highest level of service offering in the Tourism Enterprise Development unit in DEDAT and that stakeholders very much wanted the TMP to succeed and for mentees to shine.

Interviewee number 3 mentioned that the partnership between TEP and DEDAT worked well in terms of shared targets and budget. Also the orientation and exit sessions that were arranged and paid for by either TEP or DEDAT worked well. She did however mention that the timing of the programme needs to improve.

Interviewee number 4 indicated that the time was limiting and not adequate. It would have been better to have open-ended time and budget e.g. R 60 000 per assignment over a period of a year. Interviewee number 4 further said that the baseline information should also be in place. All mentees should sign business declaration forms before the start of the mentorship to be able to measure success. According to Interviewee number 4 there should also be more stringent selection criteria in place. Interviewee number 4 also suggested that in addition to the individual mentorship there should also be group mentorship for the different groups of tourism businesses e.g. accommodation, tour operators etc. It is also useful to have peer to peer advice. They can for instance discuss what their different mentors are doing for them. The researcher mentioned to Interviewee number 4 that peer power sessions were introduced for the 2010-11 mentees and it proved quite successful. However the next financial year the budget was cut significantly and there was no longer budget available for peer power mentoring sessions. Another recommendation is as part of the monitoring process to sit in with some of the mentor-mentee meetings. This should, however, be written into the mentor and mentee contracts so that they would be aware of and agree to this.

4.5.14. TMP Exit meeting results

The mentors and mentees did not suggest many recommendations for the improvement of the Tourism mentorship programme. Most of the recommendations were about the timing of the programme and they suggested a period of at least eight months of mentorship.

One of the mentors suggested that the mentees should at least have a business plan in place when they come onto the programme. She said that the business plan could serve as a guideline and that business

owners would always be able to refer back to the document. This was discussed and the mentors were informed that the business plan was an outcome of the Tourism Business Skills training programme. Most of the mentees had been on the training programme before they were selected to be a mentee on the Tourism mentorship programme. Consensus was reached that the mentees should at least have a three-page document outlining the financial management, HR, marketing and risk management.

4.5.15. Survey questionnaires results

Question 8 in both the mentor and mentee questionnaires asked for suggestions to improve the implementation of the Tourism Mentorship Programme. 78% of the mentee respondents answered this question and 80% of the mentor respondents answered this question.

The suggestions were mainly around the following themes presented below:

More structured (2), TMP should not fall over December (2), Job shadow could be added, Same type of business (mentor and mentee), Training for the mentors, Better matching with mentor, Mentor selection (11), Same type of business, Financial backing, assistance with documents, Screen applicants, Exit Plan, Time of TMP too short, ask for longer time (10) Practical implementation and Follow ups.

4.6. CONCLUSION

This chapter covered the research design implemented in the study and the research methodology which included the data collection methods, the sampling methods and the data analysis. Through the application of the research methodology the researcher was able to present the results of the study. The results were displayed through graphs, tables and descriptive analyses. In the next chapter the findings of the study are discussed with further analysis.

CHAPTER 5: FINDINGS

5.1. INTRODUCTION

The previous chapter outlined the research methodology that was followed to address the research question and objectives. The data sources were described and included semi-structured interviews with key role-players as well as follow-up interviews with some of the mentors and mentees, survey questionnaires for the mentors and mentees that were part of the Tourism Mentorship Programme since 2007-08 to 2013-14 as well as a review of DEDAT internal documentation. In conclusion, the chapter demonstrated how the data were analysed.

Chapter 5 presents the key findings of the study. Furthermore the chapter provides some insight into the Tourism Mentorship Programme from the researchers' knowledge and experience of the Programme and continues to present the findings of the study.

5.2. DISCUSSION OF KEY FINDINGS

The following section presents the findings of the study. This is done according to the four research objectives identified at the beginning of the study.

5.2.1. Evaluation of various implementation methods of the TMP

Objective 1: To evaluate the various methods of delivery and implementation of the Tourism Mentorship Programme to determine the most effective method of delivery for mentorship programmes.

The success of a Programme depends on how well it is implemented and whether the objectives have been reached. Zachary (2012: 166) confirms the importance of monitoring the quality of the mentoring action and recommend that monitoring should be done on a regular basis, for instance once a month or every quarter. Therefore "evaluation from a programme performance perspective will try to answer questions such as whether government objectives have been achieved and whether it could have been achieved better by designing the programme differently or implementing it better" (PSC 2008: 20). There are different approaches available for monitoring and evaluation. These are not going to be discussed for the purposes of this study. In the case of DEDAT and specifically the Tourism Chief Directorate, a logic model for all programmes was used (refer to Chapter 2 of this study). It is, however, important to

note that “effective monitoring and evaluation of government programmes require careful analysis of the key factors that are relevant to the successful delivery of the programme, and of how these relate to each other” (PSC 2008:20).

It should be noted again that the Tourism Mentorship Programme was first established to assist with the transformation of the tourism industry. It was only since 2011 that programmes were expected to deliver on outcomes. The Tourism Mentorship Programme was then linked to job creation and business expansion to fall in line with the Western Cape Provincial Strategic Objectives (PSO's).

However, it was found during the interview of the previous project managers and the responses of the mentors and the mentees that the Tourism mentorship programme has so many more outcomes or benefits than just the transformation of the tourism industry. As Interviewee number 1 indicated in his interview: “transformation in and of itself is a narrow goal and does little to raise the quality levels of the industry at large. Instead, transformation goals should be grouped with general initiatives to uplift the tourism industry at large and where these goals will be achieved incidentally and not as a primary concern. Where the TMP might have started as White skills transferring to Black business, it later grew beyond that. Standards, quality and value for money as industry drivers have no inherent colour, culture or background and mentorship pairs who based their experience purely on good business practise saw the greatest successes both in and out of the programme.”

With regard to the most effective method of delivery for mentorship programmes the answers in the mentor questionnaire to this specific question did not indicate a clear-cut favourite method of delivery. The majority (27,8%) indicated their preferred implementation method as the partnership between DEDAT (tender process) and TEP and DEDAT alone and TEP partner with the same score of 22,2%, therefore coming in at a joint second preference. From all the comments on the questionnaires, the interviews and the exit session discussions it would seem that the partnership between DEDAT and TEP is valued. However the implementation methods should be improved. The signing of the MOU should take place before the start of the new financial year as that is one of the major causes of the delays in the programme. As could be seen from the feedback from the mentors and mentees the timing of the TMP was a major concern with all role players. The procurement system on DEDAT's side also needs to be revised as it hampers the matching process and also the successful implementation of the Mentorship Programme.

5.2.2. Analysing the implementation of a Mentorship Programme for SMME's

Objective 2: To analyse the implementation of the Tourism Mentorship Programme which includes the selection of mentors and mentees, the matching of mentors and mentees, the mentorship roll-out and the support offered by the staff and mentors of the programme as opposed to the expectations of the mentees.

The implementation and effectiveness of the TMP are important variables as these are closely linked to the successful achievement of the outcomes of the TMP programme. The survey results showed that the majority of the mentee respondents were satisfied with their mentors (77,27%). It would also seem that most of the mentors and mentees were satisfied with the matching process with positive responses from 88,89% of the mentor respondents and 68,42% of the mentee respondents. However, the majority of the mentee respondents (69,23%) and the majority of the mentor respondents (66,67%) indicated that they would have preferred to be able to select their own mentor from a pool of mentors/mentees. During the literature review and review of the programme documentation it could be seen that the correct matching of mentors and mentees is very important to the success of a mentorship programme. Therefore it is important to review the matching process and add it as one of the recommendations to improve the TMP.

During the previous study conducted by the researcher in 2011 an additional networking session was suggested by some of the mentees as they felt that the orientation/initiation session and exit meetings are not enough. This suggestion was tested in the questionnaire under question 6 in the questionnaire. 90, 69 % of the mentee respondents and 88,89% of the mentor respondents indicated that they felt that there should be another session halfway through the mentoring programme where mentors and mentees get together and talk about challenges and network. Therefore it could be deducted that the mentees and mentors do sometimes feel isolated and would benefit to learn from other mentors and mentees and their experiences. However since this question was afterwards identified as a possible leading question (unintentional) the results of this question cannot be recorded at this stage.

With regard to the roll-out of the programme, it was quite evident that there is a problem with the length and timing of the programme since 61,53% of the mentee respondents and 8 of the 10 mentor respondents indicated that the programme should be longer than 6 months. However, if you take into account the project managers' feedback and the feedback received at the TMP exit meetings the major problem is actually not the 6 months of mentoring per se but the timing of the mentorship programme. The mentees don't have the time during high season especially December to spend time with their mentor and give proper attention to the changes that need to be implemented. Therefore in the past three years

where the TMP ran over the December/January period most of the mentees ended up with a four month mentorship period instead of a six month mentorship period which would explain the comments regarding the length and timing of the programme.

The mentorship roll-out was positively received by most mentor and mentee respondents. Question 5 referred to the administration of the programme and most of the mentee and mentor respondents agreed to the statements. The only statement with a low score from the mentees was for the selection of mentors (59, 09% of the mentees indicated an Excellent or Good answer to this question).

Support by DEDAT staff was also rated mostly as Excellent and Good and therefore the only areas that need further investigation would be the selection of mentors and the matching process.

The selection of the mentees is also crucial in the success of the programme. Although the mentees were selected according to a set of criteria, during the exit session discussion and the interviews with the project managers the commitment of the mentees was identified as a crucial success factor. Since DEDAT no longer collects a commitment fee the commitment issue needs further investigation.

5.2.3. Assessing the benefits associated with a mentorship programme for tourism SMME's

Objective 3: To assess the benefits associated with the Tourism Mentorship programme for both mentors and mentees.

The results of the exit meeting indicated as one of the central benefits of the TMP that of networking opportunities created. The mentors introduced their mentees to stakeholders in the industry which in a lot of cases led to new business contacts. The mentees also created networking and business opportunities between themselves. This was also the sixth highest rated benefit (out of 15 benefits listed under question 4 of the questionnaire) with 62, 22% of the mentee respondents and 9 of the 10 mentor respondents that agreed to the statement of "increase in networks".

In the questionnaire distributed to both mentors and mentees question number 4 focused specifically on the benefits associated with the TMP. The mentees and mentors responded positively to 13 of the 15 questions. The statements that received more than 60% positive responses are discussed below as well as those two statements that received less than 50%. The statement that received the highest positive response from both mentee respondents and mentor respondents was Question 4.2 which refers to the benefit of "developed new ideas with mentor" (81,82% of the mentee respondents agreed and 100% of the mentor respondents agreed).

The second highest response was with the statement in Question 4.1 “growth of business” where 72,09 of the mentee respondents agreed and 9 of the 10 mentor respondents agreed. This is a positive sign as the growth of businesses is one of the current outcomes of the TMP.

The third highest response related to Question 4.11 concerned with “increase in business confidence” where 68,99% of the mentee respondents agreed and 100% of the mentor respondents agreed. This was closely followed by Questions 4.14 which referred to “improvements in operations of my business” where 66,67% of the mentee respondents agreed and 100% of the mentor respondents agreed. The fifth highest rated benefits were related to marketing of their business with Question 4.6 referring to increase in awareness of target market (65,91% mentee respondents agreed and 100% mentor respondents agreed) and Question 4.7 which referred to the marketing plan/strategy developed and implemented (66,67% mentee respondents agreed and 9 of the 10 mentor respondents agreed). This was closely followed by two more benefits namely Question 4.9 which referred to the increase in financial management skills (64,44% of the mentee respondents agreed and 8 of the 10 mentor respondents agreed) as well as Question 4.12 which referred to increase in networks (62,22% of the mentee respondents agreed and 9 of the 10 mentor respondents agreed).

The responses with the lowest scores were for Question 4.4 – increase in staff employed (44,44,% of the mentee respondents and 1 of the 10 mentor respondents agreed) and Question 4.14 – expansion strategy implemented where 23,53% of the mentee respondents agreed and 6 of the 10 mentor respondents agreed. The low responses to the statement of “expansion strategy implemented” is understandable as not all the mentees indicated it as a goal at this stage of their business, especially those SMME’s who had been in business for less than three years. However, since one of the outcomes of the programme is to create jobs, the low response to the statement of “increase in staff employed” would need further investigation.

5.2.4. Recommendations for improvement

Objective 4: To provide recommendations for improvements in the implementation of the tourism mentorship programme.

A number of very useful suggestions regarding improving the TMP were received from the mentors and mentees who participated in the research study. They also identified gaps in the TMP programme. The gaps as stated by the mentees were grouped together in six categories. The majority of comments and suggestions concerned the length of the programme.

The length of the programme

It is interesting to note that the majority of the mentor participants and the majority of the mentee participants indicated that the mentorship period of six months is too short. One of the comments from a mentee was “I was always under pressure to complete set goals and targets.”

In Chapter 3 where the pilot programme was explained it was indicated that the initial length of the programme was a period of eight months. The programme ran from February to September. However, the business development consultant, Mr Rhiyaan Cupido of Anix Trading CC indicated in his report of November 2003 that “we experienced a great amount of enthusiasm during the first five to six months, but the programme requirements of minimum four hours of mentoring per month became increasingly difficult to achieve during the latter stages of the eight months.” Therefore the period of mentorship was reduced to six months, however the total amount of 32 hours of mentoring stayed the same. All the groundwork of appointing the steering committee, the project manager, selection of mentees and mentors, matching of mentors and mentees, training etc. were completed from November 2003 to March 2004. Hence mentoring could take place during the low tourism season from April to September.

During the latter years the programme length stayed the same, namely six months. However, since there was a late start the past three years - the programme started in October or later and ran over the busy December/January period which effectively left four months for mentorship. It is therefore recommended that the mentorship period should still be six months but it should start earlier and run from June to November. Would it not be possible to start in June and then the programme could be extended to 7 months with a break in December.

- **Mentor selection**

It would seem that the few mentees that indicated “choose the right mentor” as one of the suggestions to improve the TMP was unhappy with their mentor. Some of the comments were “choose the right mentors with a passion to give back to the community and the required experience in the field”. With the current tender process it would seem that some of the mentors are more in it for the financial gain and have created a business for themselves supporting other businesses. There is probably nothing wrong with this per se but if a mentor does not have the passion any more to make a change then the quality of the mentorship will not be the same.

It is recommended that mentors rather be paid a fixed rate and that the mentors should rather be chosen from a database than having to go through a tender process.

- **Mentee selection**

Some of the mentors had issues with the selection process of the mentees. However the compulsory site visits that have been introduced do assist in the selection process. It is unfortunate though that some mentees are not completely honest which does not help the success of their business and also not the success of the programme.

- **More structured**

This request came from some of the mentors. It would seem that they would prefer more guidance e.g. an audit checklist at the beginning of the programme should be given to the mentors. It is interesting to note that this request came from the TEP mentors which is an indication that the appointment of a service provider to conduct needs assessments at the business premises of the mentee is necessary.

Some of the mentors also required a database of resources to support mentors as mentors are expected to be “trainers” as well as business professionals.

- **Training for the mentors**

A few mentors and mentees suggested training for the mentors. One of the mentors mentioned in the questionnaire: “there should be training for the mentors as well to improve their mentoring skills and capabilities and they should be evaluated on performance.” The mentors normally receive one training session at the beginning of the mentorship but ongoing assessment of performance is also recommended.

- **Matching of mentors and mentees**

Results of both the literature study and the responses from the mentors and mentees indicated the importance of the correct matching of mentors and mentees. The current matching of mentors and mentees is not the most effective and this could be seen by the comments made by some of the mentors and mentees. A few mentees asked that the mentor should be in the same business as the mentee, with a proven track record in the industry. Currently the administrators do try to match the same businesses e.g. an established tour operator with an emerging tour operator. It is, however, not always possible and it also depends on the needs of the mentee e.g. if the mentee indicated that they need a lot of assistance with financial management and systems then a mentor that has a strong background and experience with financial management would be matched with the mentee. Also conflict of interest with same type of businesses has been an issue a few times in the past. A few mentees suggested that they should be

given a choice on the mentor. One mentee even commented: “I struggled on my own as my mentor could not really help me”.

5.3. SHORTCOMINGS OF THIS RESEARCH

Since so many role players were part of the TMP since its inception in 2003 some of the data were no longer available. For instance the pilot programme only listed the mentees’ and mentors’ names without any contact details. It was therefore not possible to make contact with these mentees and mentors. In addition, since the programme was not expected to deliver on outcomes for the first seven years, no baseline data were collected. However, the reports and minutes were available and the project manager was also available for an interview therefore a picture of the TMP since its inception could be formed.

5.4 CONCLUSION

The findings of the study provided insight into the challenges of managing a mentorship programme for tourism SMME’s. During a review of the literature and studying the results of the interviews and questionnaires it would seem that a formal mentoring programme is preferred by participants since it provides structure and progress can be continuously monitored.

The major problem with the partnership between DEDAT and TEP was the timing of the programme. A mentorship programme for tourism SMME’s should not run in the high tourism season as this could negatively impact on the success of the programme. The preparations for a mentorship programme should therefore take place in the previous financial year, e.g. January to March so that implementation can start from April of the new financial year. It was also found that a tender process for matching of mentors and mentees is not the most effective method. The findings further show that the major benefit of a mentorship programme is not job creation as this was not the intended benefit when the programme was initiated. However with all the other benefits associated with mentorship, job creation could follow should the SMME be able to grow the business. The following chapter outlines a number of recommendations for addressing the challenges facing the implementation of the Tourism Mentorship Programme within the Western Cape.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1. INTRODUCTION

Chapter 1 provided a background to the study, a brief overview of why it was deemed necessary to conduct the study, it covered the broad aims and objectives of the study which included the research questions and the research problem. In conclusion, the chapter also referred to the ethical considerations and the structure of the thesis. Chapter 2 covered the theoretical context of SMME development programmes, describing mentorship with a specific focus on mentorship for tourism SMME's. The chapter also indicated that there is a need for tourism development in South Africa and that mentorship could be a valuable tool to achieve this as training alone does not always lead to the required results. Chapter 3 addressed the contextual and policy framework within which SMME development has to take place in South Africa with specific reference to the Western Cape. This chapter has shown National and Provincial governments' commitment through policies and programmes to stimulate and grow the economy, create jobs and develop SMME's. Furthermore the chapter provided insight in the development of a mentorship programme for SMME's with specific reference to the implementation of the Tourism Mentorship Programme in the Western Cape.

Chapter 4 outlined the research methodology that was followed to address the research question and objectives. The data sources included semi-structured follow-up interviews, survey questionnaires for the mentors and mentees that were part of the Tourism Mentorship Programme since 2007-08 to 2013-14 as well as a review of DEDAT internal documentation. In conclusion, the chapter demonstrated how the data was analysed. Chapter 5 discussed the key findings of the study and it was presented according to the four objectives of the study. In the final chapter the conclusion will be discussed per research objective as outlined in Chapter 1. The research will then be finalised with recommendations after the conclusions. The recommendations will be followed by a "list of references which will include only those sources that the researcher explicitly referred to and quoted in her text" (Mouton, 2011: 125).

6.2. CONCLUSION

The purpose of the study was to track the tourism businesses that have been on the TMP for the past ten years to ascertain whether they are still in business and to what extent the Tourism Mentorship Programme contributed to the success of their businesses. Also, since different implementation methods

have been used over the years it is also necessary to compare the different methods to ascertain the most successful implementation method.

It was established that the South African government and specifically relevant to this study, the Western Cape government, has put a substantial number of support structures and programmes in place to support tourism SMME's. One of these, the Tourism Mentorship programme, has become a valuable tool to support small businesses in growing their businesses. The literature and data analysis showed how the TMP was developed over the years and also the key factors that should be taken into consideration when developing a mentorship programme for small businesses

The main conclusions of the research as per each research objective stated in Chapter One are as follows:

Objective 1: To evaluate the various methods of delivery and implementation of the Tourism Mentorship Programme to determine the most effective method of delivery for mentorship programmes.

The study concludes that it would seem that the partnership between DEDAT and TEP is valued. However the implementation methods should be improved. The signing of the MOU between DEDAT and TEP should take place before the start of the new financial year in April as that is one of the major causes of the delays in the programme. There should also be agreement on communication, reporting, payment of mentors and general implementation of the programme. Presently it is mostly still seen by mentees as two mentorship programmes – one run by DEDAT and one by TEP and not one integrated mentorship programme.

Objective 2: To analyse the implementation of the Tourism Mentorship Programme which include the selection of mentors and mentees, the matching of mentors and mentees, the mentorship roll-out and the support offered by the staff and mentors of the programme as opposed to the expectations of the mentees.

The study found that there could be some improvements with the selection and matching of mentors and mentees. The study revealed that the major problem is with regard to the roll-out of the programme - it was quite evident that there is a problem with the length and timing of the programme. The major problem is actually not the 6 months of mentoring per se but the timing of the mentorship programme. The mentees don't have the time during high season especially December to spend time with their mentor and give proper attention to the changes that need to be implemented. Therefore in the past three years where the TMP ran over the December/January period most of the mentees ended up with a four month

mentorship period instead of a six month mentorship period which could impact negatively on the success of the TMP.

Objective 3: To assess the benefits associated with the Tourism Mentorship programme for both mentors and mentees.

The study has revealed the following seven benefits as the top benefits as indicated by the respondents: networking opportunities which in a lot of cases led to new business contacts. The mentees also created networking and business opportunities between themselves. The statement that received the highest positive response from both mentee respondents as well as mentor respondents was the benefit of “developed new ideas with mentor”. The second highest response was the statement “growth of business” This is a positive sign as the growth of businesses is one of the current outcomes of the TMP.

The third highest response related to “increase in business confidence” and this was closely followed by “improvements in operations of my business”. The fifth highest rated benefits were related to marketing of their businesses.. The following two rated benefits followed closely after marketing of the business namely the increase in financial skills and increase in networks. The responses with the lowest scores were increase in staff employed (expansion strategy implemented). The low responses to the statement of “expansion strategy implemented” is understandable as not all the mentees indicated it as a goal at this stage of their business, especially those SMME’s who has been in business for less than three years. However, since one of the outcomes of the programme is to create jobs, the low response to the statement of “increase in staff employed” would need further investigation.

Objective 4: To provide recommendations for improvements in the implementation of the tourism mentorship programme.

The study identified gaps in the TMP programme. The gaps as stated by the mentees were grouped together in six categories. The majority of comments and suggestions were regarding the length of the programme, followed by mentor selection, mentee selection, more guidance for the mentors e.g. an audit checklist at the beginning of the programme should be given to the mentors as well as training for the mentors The study found that with regard to matching of mentors and mentees the majority of mentees felt that the mentors should have a business in the same field as the mentee.

The study should assist the Government, the Tourism Enterprise Partnership (TEP), stakeholders and interested parties to determine the best way to implement a successful Mentorship Programme for SMME’s with regard to implementation methods and processes, targets, duration of a mentorship programme, matching process, mentoring processes and benefits of such programmes.

6.3. RECOMMENDATIONS

Based on the findings of the study it is recommended that:

- The Tourism Mentorship Programme again be overseen by a steering committee which consists of the stakeholders of the programme such as DEDAT, TEP, Wesgro and other interested industry bodies.
- A dedicated project manager should be appointed through a tender process to manage the deliverables of the Tourism mentorship programme which include the selection of mentors and mentees, needs assessments, matching of mentors and mentees, receiving reports from mentors and payment of mentors. DEDAT should make payments in tranches according to a Service level agreement. The matching process will be so much more efficient as the matching will be according to a tool and not according to a tender process. The mentors should not tender an amount per mentee – they should each be paid the same amount per hour which is agreed upon before the start of the mentorship period.
- DEDAT and TEP should still identify suitable mentees through working through the databases of the SMME'S that went through the different training programmes. DEDAT and TEP should also manage the application process. These SMME's would, however, still need to complete an application form. The application form needs to be revised to make provision for more detailed information to assist with the matching of mentees with suitable mentors.
- The project manager will need to do site visits to all mentees that applied to be part of the Tourism Mentorship programme and provide recommendations to DEDAT but the final say on the selection of the mentees will still be with DEDAT, TEP and the steering committee.
- It is recommended that the Tourism Mentorship Programme continues to be implemented annually. The mentorship period should still be six months but it should start earlier and run from June to November. Should it not be possible to start in June then the programme should be extended to 7 months with a break in December.
- Extensive baseline data should be acquired at the start of the programme. One of the requirements for acceptance to the programme should be that the mentees must complete a detailed business declaration form with information such as turnover, assets, detail of employees

in terms of number, level, race and gender. The information on this form must be verified by the project manager by means of site visits and verifying financial statements, SARS registration, business registration etc.

- During the two years of the partnership between TEP and the Tourism Enterprise Development unit of DEDAT together with the Legacy Mentorship Programme of DEDAT expanded the initial needs assessment to include a service provider that conducted thorough site visits to determine the needs and gaps in the businesses. The mentors that were part of those two years of mentorship gave very positive feedback regarding this process. In addition, most of the mentors indicated either in the questionnaires or during the mentorship exit meeting that they would like to receive more information regarding their mentee together with a clear plan of what is expected of them. These reports from the service provider will make it easier for the mentors to compile their growth plans. It is therefore recommended that a service provider be appointed to do a needs assessment on all mentees selected to be part of the TMP.
- According to the interviews with stakeholders and responses from the questionnaires it would seem that it would be beneficial to the success of the programme to provide additional training to the mentors. Some mentors indicated that they were not always sure of the path that they had to follow and would have preferred more clear guidelines.
- With regard to the matching of mentors and mentees – it is recommended that the TMP steering committee make the closest suitable match possible for a mentee. The mentee should then be given three options together with the business profiles of the three most suitable mentors. It is then up to the mentee to choose a suitable mentor within a given time frame.
- The majority of mentees and mentors (90, 69 % of the mentee respondents and 88,89% of the mentor respondents) indicated the need for another session besides the orientation and exit sessions. Therefore it is recommended that there should be another session halfway through the mentoring programme where mentors and mentees get together and talk about challenges and network.
- The study established that mentorship contracts, signed by the mentor and the mentee have been in place since 2006. The programme should continue with contracts but consequences for non-delivery such as mentors and mentees that don't have time to meet should be added to the contracts. There should also be agreements signed between mentors and mentees.

6.4. RECOMMENDATIONS FOR FURTHER INVESTIGATION

This study was conducted in the Western Cape, therefore it could be helpful if it had been conducted on a larger scale, including the National Department of Tourism (NDT) and other provincial departments such as Gauteng, Kwa-Zulu Natal and the Northern Cape which have also implemented Mentorship Programmes for tourism SMME's. In addition, the following areas could be considered for possible future research on mentorship programmes for tourism SMME's.

- A case study on the outcomes of a Tourism Mentorship Programme for SMME's.
- The cost-effectiveness of implementing a mentorship programme for tourism SMME's.
- This research can serve as a basis for implementation of mentorship programmes for tourism SMME's in other provinces.
- The research results should be useful for future research on the effectiveness and tangible benefits of one on one formal mentorship for SMME's.

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APPENDICES

Appendix A: Questionnaire: Respondent = Mentors

QUESTIONNAIRE: EFFECTIVENESS OF THE TOURISM MENTORSHIP PROGRAMME FOR SMALL BUSINESSES OF THE WESTERN CAPE

Dear business owner (mentor),

My name is Hantie Nelson and as partial fulfilment of my Masters in Public Management, I am currently busy with research on the effectiveness of the Tourism Mentorship Programme as implemented by the Western Cape Department of Economic Development and Tourism, in partnership with TEP. This questionnaire will assist DEDAT, partners and role-players in determining whether we are obtaining our goals. It will also provide a best practice with regard to the rollout of Mentorship Programmes for SMME's. Please be assured the information requested will be treated with the utmost confidentiality and will be reported on in aggregated format only.

Section A – Background Information

Please complete the following form:

A1. Surname	A2. First Name
A3. Registered Name of Business	
A4. Trading Business Name (if different to Registered name)	
A5. Contact details of business (Physical Address of Business and telephone number):	<i>Street:</i>
	<i>Suburb:</i>
	<i>Town:</i>
	<i>Telephone number: (w):</i> <i>(cell):</i>
A6. Date of Establishment of business	
A7. Business Registration number	

Important note: Should you no longer own the business, please indicate the name of the business at the time when you were a mentor on the Tourism Mentorship Programme.

Please tick the financial year/s that you were a mentor on the tourism mentorship programme e.g. September 2010 to March 2011	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10	2010-11	2011-12	2012-13	2013-14

Section B: Demographic details

Gender (tick one)			
Male		Female	

Age

Race (tick one)

African	Coloured	White	Indian

- Please provide the relevant comments & answers to the questions about the mentorship programme as set out below:

- 1.1. Do you agree with the Mentorship period of 36 hours over a period of 6 months?

Yes ☐ No ☐

If no, how long should the mentorship period be?

Less than 6 months ☐

More than 6 months ☐

If more than 6 months, how long do you think should it be?

Please

motivate: _____

List of mentees:

	Name and surname of mentee	Business name	Financial Year of mentorship
1			
2			
3			
4			
5			
6			
7			
8			

2. Please indicate with an X answers to questions about your mentee/s as set out below:
(should you not be able to generalise the information below with regard to your mentees, then please copy the column below and complete one for each mentee)

	Statement regarding mentee	Excellent	Good	Average	Poor
1	General business skills of mentee				
2	Availability of mentee to meet with mentor				
3	The mentee's knowledge and insight about their own business				
4	The mentee's honesty and transparency about their own business				
5	The degree to which your skills matched the mentee's needs				
6	General satisfaction with mentee's progress				

3. Please provide the relevant comments & answers to the questions about the matching process as set out below:

3.1. Were you satisfied with the matching process?

Yes ☐ No ☐

3.2. Would you have preferred to be able to select your own mentee from a pool of mentees?

Yes ☐ No ☐

3.3. Do you think it is important that the mentor has the same type of business as the mentee?

Yes ☐ No ☐

3.4. Was language a barrier during the mentoring process?

Yes ☐ No ☐

4. Please indicate with an X to which extent you agree with the benefits associated with the programme?

Q	Benefits of the Tourism Mentorship Programme	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
1	Growth of business					
2	Developed new ideas with mentor					
3	Increase in turnover					
4	Increase in staff employed					
5	Improvement in HR compliance					
6	Increase in awareness of target market.					
7	Marketing plan/strategy developed and implemented					
8	Market positioning strengthened.					
9	Increase in financial management skills					
10	Business plan developed					
11	Increase in business confidence					
12	Increase in networks					
13	Increase in profitability					
14	Expansion strategy implemented					
15	Improvements in operations of my business					

5. How would you rate the administration of the programme?

	Administration of the TMP	Excellent	Good	Average	Poor
1	Awareness of the Tourism Mentorship Programme				
2	Application process				
3	Selection of mentors				

4	Selection of mentees				
5	Orientation session				
6	Exit session				
7	Approachability of DEDAT staff				
8	Approachability of TEP staff				
9	Approachability of appointed project manager e.g. Birungi, Proserv etc. (if applicable)				

6. Besides the orientation and exit sessions, should there be another session halfway through the mentoring programme where mentors and mentees get together to talk about challenges and to network?

Yes ☐ No ☐

7. What challenges have you experienced with the Tourism Mentorship Programme?

8. What would you suggest to improve the implementation of the Tourism Mentorship Programme?

9. Would you recommend the Tourism Mentorship Programme to other potential mentors/mentees?

Yes ☐ No ☐

If yes, why -----

If no, why not -----

10. Do you think that being part of the Tourism Mentorship Programme has contributed to the growth of your business and/or personal growth?

Yes ☐ No ☐

If yes, why -----

If no, why not -----

11. Do you still have contact with your ex-mentee/s?

Yes ☐ No ☐

12. If yes, how regular is the contact?

13. In your view what was the best implementation method of the Tourism Mentorship Programme so far?

Tick	Implementation method
	Appointment of a service provider e.g. Proserv, Birungi etc.
	Partnership with TEP
	Partnership with TEP and Legacy Mentorship programme
	Partnership with TEP and DEDAT internal project management (appointment through tender process e.g. Tradeworld)
	DEDAT internal project management not in partnership with TEP

14. Any additional comments not covered in the questionnaire:

Signature: _____

Date: _____

Thank you very much for completing the questionnaire.

Appendix B: Questionnaire: Respondent = Mentees

QUESTIONNAIRE: EFFECTIVENESS OF THE TOURISM MENTORSHIP PROGRAMME FOR SMALL BUSINESSES OF THE WESTERN CAPE

Dear business owner,

My name is Hantie Nelson and as partial fulfilment of my Masters in Public Management, I am currently busy with research on the effectiveness of the Tourism Mentorship Programme as implemented by the Western Cape Department of Economic Development and Tourism, in partnership with TEP. This questionnaire will assist DEDAT, partners and role-players in determining whether we are obtaining our goals. It will also provide a best practice with regard to the rollout of Mentorship Programmes for SMME's. Please be assured the information requested will be treated with the utmost confidentiality and will be reported on in aggregated format only.

Section A – Background Information

Please complete the following form:

A1. Surname	A2. First Name
A3. Registered Name of Business	
A4. Trading Business Name (if different to Registered name)	
A5. Contact details of business (Physical Address of Business and telephone number):	<i>Street:</i>
	<i>Suburb:</i>
	<i>Town:</i>
	<i>Telephone number: (w):</i> <i>(cell):</i>
A6. Date of Establishment of business	
A7. Business Registration number	

Important note: Should you no longer own the business, please indicate the name of the business at the time when you were a mentee on the Tourism Mentorship Programme. If you are no longer running the business please indicate the reason/s for closure of the business:

Please tick the financial year that you were a mentee on the tourism mentorship programme e.g. September 2010 to March 2011	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10	2010-11	2011-12	2012-13	2013-14

Name of mentor:	
-----------------	--

Section B: Demographic details

Gender (tick one)			
Male		Female	

Age

Race (tick one)

African	Coloured	White	Indian

1. Please provide the relevant comments & answers to the questions about the mentorship programme as set out below:

- 1.1. Do you agree with the Mentorship period of 36 hours over a period of 6 months?

Yes ☐ No ☐

If no, how long should the mentorship period be?

Less than 6 months ☐

More than 6 months ☐

If more than 6 months, how long do you think should it be?

Please

motivate: _____

2. Please indicate with an X answers to questions about your mentor as set out below:

	Statement regarding mentor	Excellent	Good	Average	Poor
1	General mentoring skills of mentor				
2	Availability of mentor to meet with mentee				
3	Mentor's approachability to the mentee				
4	The degree to which the mentor's skills matched my needs				
5	General satisfaction with mentor				

3. Please provide the relevant comments & answers to the questions about the matching process as set out below:

- 3.1. Were you satisfied with the matching process?

Yes ☐ No ☐

- 3.2. Would you have preferred to be able to select your own mentor from a pool of mentors?

Yes ☐ No ☐

- 3.3. Do you think it is important that the mentor has the same type of business as the mentee?

Yes ☐ No ☐

- 3.4. Was language a barrier during the mentoring process?

Yes ☐ No ☐

4. Please indicate with an X to which extent you agree with the benefits associated with the programme?

Q	Benefits of the Tourism Mentorship Programme	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
1	Growth of business					
2	Developed new ideas with mentor					
3	Increase in turnover					
4	Increase in staff employed					
5	Improvement in HR compliance					
6	Increase in awareness of target market					
7	Marketing plan/strategy developed and implemented					
8	Market positioning strengthened					
9	Increase in financial management skills					
10	Business plan developed					
11	Increase in business confidence					
12	Increase in networks					
13	Increase in profitability					
14	Expansion strategy implemented					
15	Improvements in operations of my business					

5. How would you rate the administration of the programme?

	Administration of the TMP	Excellent	Good	Average	Poor
1	Awareness of the Tourism Mentorship Programme				
2	Application process				
3	Selection of mentors				
4	Selection of mentees				
		Excellent	Good	Average	Poor
5	Orientation session				
6	Exit session				
7	Approachability of DEDAT staff				

8	Approachability of appointed project manager e.g. Birungi, Proserv etc. (if applicable)				

6. Besides the orientation and exit sessions, should there be another session halfway through the mentoring programme where mentors and mentees get together to talk about challenges and to network?

Yes

☐

No

☐

7. What challenges have you experienced with the Tourism Mentorship Programme?

8. What would you suggest to improve the implementation of the Tourism Mentorship Programme?

9. Would you recommend the Tourism Mentorship Programme to another tourism SMME?

Yes

☐

No

☐

If yes, why -----

If no, why not -----

Signature: _____

Date: _____

Thank you very much for completing the questionnaire.